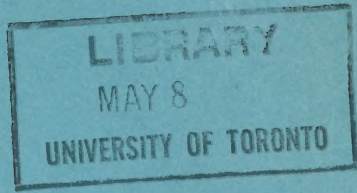


PERSONNEL
JOURNAL



May-1954

APRIL 1953

Psychologist on the Job
Appraises a Training Program
Richard H. Bloomer

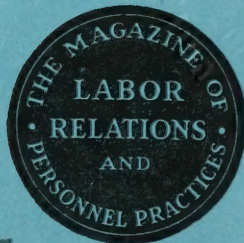
Tips to a College Man Going to Work
Robert N. Hilker

More on "Plain English" in Labor Contracts
Bert W. Levy

Getting Back into Focus on Performance Ratings
William G. Waggoner

Give Your Training Program a Chance
George S. Odiorne

Alcoa's Answer to the Secretarial Shortage
Annette R. Plante



Volume 33

Number 1 — //

HF
5549
A2P5
V.33

638172
6756



The 13th Annual Northern Ohio Personnel and Executive Conference, held in Cleveland at the end of January, was notable for the amount of business crowded into a single day. A dozen personnel experts were heard, starting with Dr. Dale Yoder at the morning session. Morning and afternoon meetings attracted about 250 people; 440 came to the luncheon meeting and 350 to the dinner meeting.

Also notable is the list of groups which co-sponsored the annual conference. These included the Cleveland Personnel Association, the Industrial Relations Association of Cleveland, the Northern Ohio Chapter of the American Society of Training Directors, the Personnel Women of Cleveland (organized in 1943), and the Northern Ohio Industrial Editors Association. William G. Donaldson of the Cleveland Chamber of Commerce served as executive secretary of the organization committee.

An attractive program was published, which was probably paid for by 18 "card" advertisements and a 19th advertisement which occupied all of the back cover page. . . . Obviously a well-organized and highly successful event,

about which we are happy to have been informed. And—what are *your* personnel organizations doing? Please don't fail to tell us.

Shown addressing the luncheon session of N.O.P.E.C. is J. Ward Keener, a vice president of the B. F. Goodrich Company, responsible for the company's finances and employee relations. An excerpt from his talk on "People and Morale" appears in the *Editor to Reader* section of this issue, page 4.

Mr. Keener is another example of the fact that personnel directors are among the most highly educated groups of executives. He graduated from Birmingham-Southern College in 1928, took his Master's in B.A. from the University of Chicago in 1930, did graduate study at Ohio State University while teaching business administration at Ohio Wesleyan. He joined Goodrich in 1937 as a special analyst and later initiated the Company's business research department.

Thanks to H. W. Maxson, Goodrich's Director of Public Relations, for these biographical facts.

PERSONNEL Journal

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 1

Contents for May, 1954

<i>Conference Calendar</i>	2
<i>Editor to Reader</i>	3
<i>Articles</i>	
Psychologist on the Job Appraises a Training Program. Richard H. Bloomer	6
Tips to a College Man Going to Work..... Robert N. Hilbert	10
More on "Plain English" in Labor Contracts..... Bert W. Levy	14
Getting Back into Focus on Performance Ratings.. William G. Waggoner	17
Give Your Training Program a Chance..... George S. Odiorne	19
Alcoa's Answer to the Secretarial Shortage..... Annette R. Plante	21
<i>Just Looking, Thank You—"Must Agreements Be Written?"</i>	24
<i>Books Reviewed</i>	27
<i>Personnel Research</i> Reviewed by Margaret W. Moore, Ph.D.	30
<i>Across the Editor's Desk</i> <i>Gleanings by</i> Dorothy Bonnell	
With the Local Personnel Associations.....	31
Attending the Conferences.....	33
Appointments and Promotions.....	34
What's New in Publications.....	35
Looking Over the Employee Magazines.....	38
<i>About the Authors</i>	9
<i>Help and Situations Wanted</i>	40

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

MAY

- 12-13 Washington, D. C. Statler Hotel
Society For Personnel Administration. Annual Conference. P. O. Box 266,
Washington 4, D. C.
- 20-21 New York. Waldorf-Astoria
National Industrial Conference Board. General Session. 247 Park Avenue,
New York, N. Y.
- 23-26 Chicago. Morrison Hotel
National Industrial Recreation Association. Annual Conference. John W.
Fulton, Executive Secretary, 203 N. Wabash Bldg.. Wabash and Lake
Streets, Chicago, 1, Illinois. (See notice, 4th cover.)
- 23-26 St. Louis, Mo. Jefferson Hotel & Kiel Auditorium
National Office Management Association. 35th International Conference.
NOMA, 132 West Chelton Avenue, Phila. 44, Pa.
- 26 East Lansing, Mich. Michigan State College. Union Building
Michigan State College. Fourteenth Workshop Conference. Paul L. Moore,
Head, Dept. Business and Industry, Michigan State College.

JUNE

- 28-30 Ann Arbor, Michigan
University of Michigan. Seventh Annual Conference on Aging. Dr. Wilma
Donahue, Chairman, Division of Gerontology, 1510 Rackham Bldg.,
Ann Arbor, Michigan.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

WHEN I PASS THROUGH AIR TERMINALS, I have many a minute to while away. Reading the local newspaper is one way of doing it. Recently, I had to spend several hours in the Chicago airport and bought a copy of the Chicago Daily News. There I read a story which carried the Associated Press symbol, so I presume that it appeared widely.

It told of a Boston executive who, in the course of a speech before an industrial group, remarked that "The majority of workers are good-natured slobs who want to be left alone in routine jobs." He went on to explain by saying, "Thousands resist promotion because they don't want to be lifted out of a rut." The reporter who wrote this story did not overlook the coincidence that the address was given before what was billed as an "Industrial Opportunity Conference."

I think the Boston executive has the wrong slant on people. This is not to say that many people do not shy away from the responsibility which comes with supervisory and executive duties. It just means that the world is full of many different kinds of people whose needs are almost as varied as the kinds. For a man to have developed a point of view like the speaker's would suggest that he is not familiar with good personnel management. Good personnel management, of course, begins with an appreciation of people as individuals, each having his own abilities, aptitudes and interests and each one seeking an outlet for them in his own way.

He ought to know that the rule of life for every single individual is growth. This is so obvious that it hardly need be mentioned, but wise industrial managers know that a vigorous organization is one in which every individual feels that he is "going some place"—he is growing.

Just how you go about providing growth for each and every member of an organization is the \$64 question. It must not be assumed, as our executive speech-maker seems to, that every member of an organization should wish to be president. But whether the individual is aiming at the presidency or not, he most certainly wants to grow and he must have the feeling that he is "going some place."

ANOTHER STATE—MISSISSIPPI—HAS ENACTED A LAW which provides that no person may be denied employment because of affiliation or lack of it with a labor union. Mississippi goes further than some, in that provision is made for the collection of damages from employers who refuse employment because of union membership of applicants. Mississippi is the fifteenth state to enact a "right to work" law. The Texas statute will now come before the U.S. Supreme Court, which will test the soundness of such laws by answering the question whether federal statutes can supersede them.

THE RECENTLY ISSUED ANNUAL REPORT OF PHILADELPHIA'S CENTRAL-PENN. NATIONAL BANK seems to me to indicate an unusual awareness of people. I was particularly interested in President "Cas" Sienkiewicz's reference to bank people who are taking courses of various kinds after hours. Says Mr. Sienkiewicz:

"Greater efforts than in former years have been shown by our staff for self-improvement through education and participation in the life of the community. We heartily endorse and encourage this desire for advancement. . . . A number of our people have attended and are attending Rutgers Graduate School of Banking and the consumer credit school at the University

of Virginia. Four of our men have graduated from the University of Pennsylvania and LaSalle College while carrying on their arduous duties at the Bank. Some are even teaching at evening schools after working hours.

"So important and rewarding are these efforts for the Bank that we feel justified in giving every support and encouragement. To anyone who completes his educational course satisfactorily, the Bank refunds tuition and even adjusts the working schedule of any member whose desire for banking education is strong and whose potential is promising."

Also of considerable interest to Personnel Journal readers may be Mr. Sienkiewicz's report to stockholders of "A Study and Analysis of Jobs". Under that heading he says:

"In order to gain a better knowledge and understanding of the complex work in the Bank, we have undertaken a comprehensive study of positions in their relationship to one another and to the total operation of the Bank. This study includes careful analyses of the type and content of each job, the experience, knowledge, skill, ability, and responsibility required, and the conditions under which the work is performed.

"The purpose of this study is to enable the management to determine the fairest rate of pay or range of pay, for the work done, to provide improved standards of salary administration, to clarify lines of responsibility, and to create opportunities for advancement.

"In building the Bank, we believe in cooperative efforts, in a strong team of men and women. We want them to feel the importance of their work, that it is indispensable to the successful operation of the entire Bank, and that we recognize each worker as a human being with wholesome wants and desires to be a useful citizen of the community, a loyal member of the proud family at Central-Penn, and a stout

champion of friendly, courteous and alert attention in serving our customers. It is this spirit that prompts us to know more about our job relationships and the best ways of handling them."

"PEOPLE AND MORALE" WAS THE TITLE OF A RECENT ADDRESS in Cleveland by J. Ward Keener, Vice President of the B. F. Goodrich Company before the Northern Ohio Personnel and Executive Conference. He suggested that there are two groups of measures which have a strong influence on high morale. Here is how he lists them:

1. Measures largely related to very human, personal, and largely emotional reactions are:
 - a. Providing prestige and recognition of the individual.
 - b. Promoting understanding of what is going on.
 - c. Permitting employee participation in decisions affecting them.
 - d. Developing pride in the company.
2. Measures related mainly to job and work reactions are:
 - a. Providing pleasant job surroundings.
 - b. Organizing a smooth, efficient flow of work.
 - c. Permitting employees freedom to exercise reasonable initiative.
 - d. Providing opportunity for employees to progress in their work.
 - e. Insuring security against unexplained and arbitrary actions.
 - f. Developing respect for and confidence in management.

NEWELL TERRY, DIRECTOR OF PERSONNEL ADMINISTRATION for one of the leading companies in the country, wrote recently as follows:

"I think you will agree that terminology in the Personnel and Industrial Relations field often leaves much to be desired. One of my pet peeves is the use of the terms, 'non-organized' or 'non-union', in referring to employees who do not belong to a labor

organization. These phrases, no doubt carryovers from the days of the major union organizing drives, are certainly accurate, but, to me, carry an unfortunate connotation. They imply unfinished business, of employees waiting for unionization. And they are negative terms. Is it not better to call a person or group 'something' rather than 'non-something'? For example, I much prefer the expression 'free nations' to 'anti-communist nations'. In other words, I am looking for a better, more positive description than 'non-union' or 'non-organized'.

"We've considered various alternatives, but none provides a completely satisfactory answer. 'Salaried' or 'white-collar' do not help, because in our company, and in many others, many of these people are organized. We've tried, 'Employees Covered by Company Regulations', but this phrase is awkward, and even misleading, for organized employees are also covered by portions of the Regulations. I don't have the answer, perhaps your other readers can help."

Has some other reader a suggestion? It would be interesting to have your comments.

In the course of his letter, Mr. Terry had some nice things to say about Personnel Journal which I am reluctantly (?) persuaded are important enough to reproduce:

"As a long-standing reader of Personnel Journal, I have always enjoyed your Editor to Reader section. Its brief items on latest developments in the personnel field are always interesting, and usually contain a refreshingly light touch on otherwise weighty matters."

Encouragement of this kind makes the efforts of all of us seem worthwhile. We remain puzzled at our inability to reach the desks of every single worker in the personnel administration, industrial relations or labor relations fields. How can we do it?

starts its 33rd year of publication. The temptation, I must admit, is strong to write some resounding phrases around such words as "rededication", "consecration" and "service". I'll spare you the oratory this time and merely say that I still count it a real privilege to carry on a magazine with the background and traditions of Personnel Journal, and a responsibility too.

More than most magazines devoted to business, I think, Personnel Journal springs from and belongs to its readers. It true that a number of PJ articles are by authorities and experts who are not full-time personnel men and women, but in the main PJ is written by working practitioners in the field. In other words, here is a magazine in which management people of all kinds—general managers, personnel and labor relations people, training and safety people, salary and wage administrators, house organ editors, and those who take care of all the functions of the comprehensive industrial relations office, help each other by exchanging ideas, information and experiences. I like working with that kind of magazine, and that kind of people.

You may have noticed two small changes marking our birthday. The first is a new arrangement of our cover; but still retaining the characteristic blue! The second is the final and complete shift from the wide-measure pages in which most articles have been set in the past, to the double-column pages throughout. We hope you think both are improvements. The two-column pages accommodate more words to the page without sacrificing readability, and in the course of a year will make it possible for us to bring you quite a few more articles than in the old format.

Ned Hay

Psychologist on the Job Appraises a Training Program

The writer of this article took a job in an aircraft plant and went through the company's induction and training procedure just like any worker. Aside from the novelty of the research method, his report of what he found wrong with the company's training program may be suggestive.

TO FIND what goes on in a plant the writer, a psychologist, became another worker on the job. There are several advantages in observing as a participant: (1) The observer can get much closer than ordinarily to rank-and-file employees; (2) Since he is not known to be a "management man", he can get a more sensitive estimate of the effect of management policies on the workers; (3) When the observer is not even known to the supervisors, as was the case in this instance, he is better able to determine the causes of friction which may be quite troublesome; and (4) The observer who is doing the same work under the same conditions as other employees is better able to tell how the physical surroundings and production methods affect employees' morale. This is a report of my findings as a participant-observer in an aircraft plant.

This company tries hard to establish a good human relationship with its people. For example, I was given a well-written booklet containing many interesting facts about the plant, its history, its rules and regulations, and its operation. This helped me feel part of the organization at once. The initial interviewing was done in a friendly manner. The interviewer had an air of honesty and integrity about him which gave me a feeling that the management was interested in me. I was not just one of many.

On my first day in the plant a short talk by one of the members of the personnel department answered many questions of the kind which are apt to trouble anyone entering upon a new life experience. It

By RICHARD H. BLOOMER
Instructor in Education
The University of Wichita

helped make the change to factory life an easy one for me.

There is little doubt of the contribution of good introductory methods to the future efficiency of the employee. In this company the new man generally moves into his training with considerable enthusiasm for his work and for the company. It is a matter of practical business sense to see that the employee retains as much of this enthusiasm as possible. The training should therefore be organized with the twin objectives of producing good workers as quickly as possible, and at the same time preserving and enhancing the initial good feeling which the company has established.

The training program of the company is chiefly concerned with the development of the manual skills necessary for adequate work on the production line. One excellent thing about the training at this plant is that the trainee is placed in a work situation which is quite similar to what he will find when he is on production. This saves the company a good deal by making it easier for the trainee to start producing.

But generally the trainee is merely placed in the work situation and given a few fundamentals. After that he is left to puzzle things out for himself with little to guide him. The trainee may do a thing incorrectly or inefficiently and may continue to do it that way until he has learned the wrong method so thoroughly that it is almost impossible to change.

During my own whole training period I never saw the most efficient work methods carefully taught. Rather, we trainees were forced to rely on ourselves and our fellow trainees. This kind of thing multiplies misconceptions of how a thing should be done.

The common method of the instructor was simply to pronounce a piece of work "wrong"; and do it rapidly himself a few times, with little explanation. This leaves the trainee with only the additional information that what he had been doing was incorrect. The trainee still has no notion of what the proper procedure might be.

HAPHAZARD INSTRUCTION COSTLY

In addition to the degeneration of morale, this rule-of-thumb training costs the company a good deal of money each year. Furthermore, it lengthens the training process and puts men on the line who make more errors than necessary. The haphazardness of the instruction often makes the men feel that the initial speeches by personnel department people were "the usual bull". The cost in morale and production over the years cannot be estimated.

The training program should expose the trainee to all the information which will help make him a good worker. This information should be presented in a sequence which makes it easier to understand. One way to make sure that all the material is presented to each worker is to organize the information into lectures.

It is now the custom of this company to have about one lecture a week. This lecture covers some of the basic points in sheet metal work. However, the lectures often bore the men. Moreover, not much information can be presented in a single lecture period. Trainees should have a scheduled lecture every day. In addition to technical information, the lectures could be used to convey information and understanding of the organization: they could be a great stimulant to company morale.

There is a need for systematic presentation of the fastenings of various types used in the plant. Common business sense would not have a man driving a truck who did not know what the truck was; yet I came through the training without learning what a "cherry-rivet" is. The man who has not been trained to do a certain task, the man who has not made his mistakes in the training school where the cost to the company is relatively small, must make errors on the line before he attains the skill necessary to produce aircraft. Errors are very costly when made on pieces into which others have already put hours of work. Errors are costly on pieces that others are waiting for. Elimination of errors of ignorance could account for large savings.

Training aids should not be overlooked in presenting material to trainees. For sheet metal instruction these are inexpensive and effective. Among other things, such aids would (1) enable trainees to check the quality of their own work, (2) they would help the instructor present his material interestingly and understandably, (3) they would help him explain many ideas which are hard to put into words, (4) they would help the trainees remember what the instructor teaches. Good training aids will quickly pay for themselves by speeding up the training and making it more effective: with little or no upkeep cost, they can continue to pay dividends for years to come.

LEARNER LEFT ALONE TOO MUCH

Under the present system the new worker "flies blind". He has no way of checking his results and progress. He does not know how far away the goal of the production line is. He often works at some task for a long time without any seeming purpose. All of his doubts about the company and about himself make him dissatisfied and leave him sympathetic and receptive to the gripes of others.

By not giving systematic goals, the company is losing the benefit of the excellent motivation offered by working on the line. The pay boost and the security of tenure that the line offers can act as a powerful force to get the men to work hard. If, however, they are given no notion of how far they have come and how far they have to go, an opportunity is lost.

INSTRUCTOR TOO POWERFUL

The trainee, of course, is anxious to prove himself. By proving himself, what is really meant is that he must make the instructor think that he is good enough to get into production. It is obvious that if he shows his mistakes to the instructor, the instructor cannot form this opinion of him. Therefore, it is to the advantage of the trainee to avoid this source of help as much as possible, and to hide or cover up the errors he makes. If the trainee is completely successful the instructor will promote him to the line much sooner. The company will then suffer production losses. This is one way in which the training system at present is working directly contrary to the interests of the company.

This situation could easily be remedied by making the standards for each learning task independent of the instructors' *feelings* on the matter. When a man reaches a certain performance level on one task, let him move automatically to the next. A system like this would motivate the men to move to the next level, stimulate them to compete with one another, and eliminate fear of the instructor. Such a motivational system would produce better men in less time.

The fact that the instructor has power to move the men to production work, gives the instructor some personal power over the trainees. He is in a position to demand favors. It could be dangerous to morale if the instructor became unscrupulous about his demands. The reverse position is also

true. The smart worker can see that a favor to the instructor may do more for him in the company than a good work record. Men who use this device are often those who do not like to work, and continually find ways to avoid work.

Not only did I feel, from my on-the-job observations, that this situation definitely needed correction, but it also seemed to me that the standards of the company's training program were too high. A work output similar to that needed on the line was required. This served to get the men in condition both physically and mentally for the amount of work they will be expected to do. From the standpoint of transition to production this is a good idea.

However, pushing the men to such a level of performance without a systematic training program is inefficient in time and material. The lack of system accounts for big gaps in the training of an individual. These gaps in the training must be filled on the job, where the loss to the company is much greater than it would have been if this learning had taken place at the lower pay rate and with the cheaper materials of the training school.

THE OBSERVER'S RECOMMENDATIONS

(1) Reorganize the training program, with emphasis on building morale as well as training workers.

(2) Systematize the training program, so that all the learning material is presented to the trainees in such a manner that the trainee knows what he has accomplished and what is left for him to do.

(3) Make fuller use of lectures and instructional aids to speed up the training process.

(4) Employ an objective measurement system in the training program which will help motivate the men and avoid the dangers of complete instructor control.

(5) Select for a training instructor a person who has been trained in education

and who is familiar with the problems of production, rather than a person from production who has difficulty understanding basic training ideas.

In this brief report it has been my purpose to emphasize, not *what* I learned that was good or bad about the training program of a specific company, but the *method* by which I learned and reached certain conclusions with more than ordinary conviction. By participating as a trainee-worker in the activities which I was observing as a psychologist, I am sure I was able to collect information which would not have been brought to light by ordinary methods.

The employees freely discussed their problems and gripes with me, their fellow

worker, without fear of censure. Being on the job myself, I was able to check the accuracy of workers' statements and to penetrate deeply into some of their problems and their feelings about them.

Every industrial plant differs from every other. Each has its specific problems. The "participant observation method" is geared to the reality of the situation, so that the resulting recommendations are both realistic and applicable to the plant. I believe that on-the-job observation offers a method for identifying problems and their solutions which is not achieved to the same extent by many of the more structured survey methods now employed by psychologists.

About the Authors

Robert N. Hilkert is Vice President of the Federal Reserve Bank of Philadelphia, and a lecturer in Management at Temple University. He is a past president of the Industrial Relations Association of Philadelphia and a former chairman of the industrial relations committee of the Philadelphia Chamber of Commerce. Mr. Hilkert has served as personnel consultant and acting director of personnel for the Federal Reserve Board in Washington. He has degrees from Yale and Columbia.

Bert W. Levy, a member of the firm of Sterling, Stern & Levy, has been practicing law in Philadelphia since 1937, having taken his law degree from the University of Pennsylvania in '36. From 1942 to 1946 he was regional attorney, vice chairman and later acting chairman of the Philadelphia Regional War Labor Board. In his practice his emphasis is on labor relations work, and he has lectured on labor problems at his alma mater. Mr. Levy has done some arbitrating work and is a member of the National Academy of Arbitrators.

George S. Odiorne was a production supervisor for American Can Company for ten years;

taught economics and business administration at Rutgers University for four years, including evening teaching. Since last year he has been in charge of in-plant training and management conferences in the University Extension Division at Rutgers. Mr. Odiorne is an arbitrator on the labor panel of the American Arbitration Association, a member of S.A.M., of the American Society for Quality Control, and of several boards. This is his first appearance in *Personnel Journal*, though he has written for a number of other publications.

Annette R. Plante calls herself a jack-of-all-trades, school teacher turned business woman, who organized the course she tells about and instructed all the classes. She has a B.A. from the College of New Rochelle, an M.A. in French from the University of Vermont, and had secretarial training at the Latin American Institute in New York City. Miss Plante taught French and English and was in the import-export business briefly before joining Alcoa in 1951.

(Continued on page 13)

Tips to a College Man Going to Work

Requests are still being received for copies of this talk made in 1949 at the Wharton School, University of Pennsylvania, to a group of young fellows about to embark on business careers. Somewhat abbreviated, it is now published for the first time, in the thought that some of your college recruits may benefit.

You are about to join a business organization. Here are some things you will do well to take into account:

1. You have certain needs and desires; 2. The company you join, which for purposes of present discussion is the environment, has its requirements; 3. Your needs and desires and the company's requirements must be harmonized.

Now, if your desires and the company's requirements do not harmonize, something must give way to establish balance. The alternatives appear to be these:

1. You can modify your needs and desires to fit the company's requirements; 2. The company can modify its requirements to fit your needs and desires; 3. You can take your needs and desires and go somewhere else. The idea may originate with you, or it can come as an insistent suggestion from the company.

In looking over the field, I have come to believe that it is usually easier for you to modify your needs than it is for the company to change its requirements. Companies are funny that way. Somehow they seem not to possess the flexibility that enables them to tailor-make their requirements to the desires of the new employee. Though you may be filled with management knowledge and bursting at the seams with modern ideas, you will serve your interests best by appearing upon the scene as a learner rather than as a management consultant.

Having come directly from schools of business administration, having read widely and deeply in the field of management, having perhaps been the kingpin of your

BY ROBERT N. HILKERT
Vice President
Federal Reserve Bank
of Philadelphia

management seminar, you may be shocked to find that the company makes mistakes which you wouldn't have expected it to make, that it violates some of the sound principles you have already learned. Some day you may have the opportunity of setting this company straight. But you should try to bide your time.

It is wise not to create the impression during your early months that you are just the man the company has been looking for all these years, and that it is lucky for the company that you arrived before it was too late. The organization may decide reluctantly to struggle along a few more years without you. . . . I am merely saying that I believe it is smart to proceed in your early years with an alert, observing, inquiring mind, and with the spirit of humility. It will enable you to get along better with those who may not welcome you with wide open arms—and there will be some of those.

This leads directly to a problem which you ought thoroughly to understand as you embark upon your business career. In most instances companies employ graduates from university schools of business because they expect that these educated men will become tomorrow's managers. Courses and procedures of training are worked out with that goal in mind. These graduates will be called upon to work with, and to learn from, many men who generally will not become tomorrow's managers. Some of

these men will have been with the company for years. They are essential, valuable men. Being smart, you will recognize early in the game that they are valuable to you as well as to the company. Perhaps you should realize that they can make or break you. You will not be able to advance by riding over them roughshod and you should know it from the outset. We might do well to remember the words of Edmund Burke who said, "There are critical moments . . . when they who are too weak to contribute to your prosperity may be strong enough to complete your ruin."

Consider thoughtfully the problem you create for these men. They are expected to help you, to teach you, to be cooperative all along the line. And for what purpose? So that you will one day be placed over them. Your first job is to come to have a full appreciation of their position. You are their problem and they are your problem. It is a major company problem. We know it as the problem of the "fair-haired boy".

If we select graduates who fail to appreciate this situation and they, by their conduct, tend to accentuate the inherent difficulties of the problem, we can throw the morale of the whole shop into a tail-spin. Is it any wonder that in our selection of the graduate we pay even more attention to the kind of person he is than we do to the technical knowledge he has acquired? We need people with quick, alert, informed minds; but the first-class mind that is not reinforced by an understanding heart is no bargain for any company.

It should not come to you as news that there exists in every organization some resentment to the intrusion of young college men. Who are the graduates that have contributed to the feeling of resentment? Principally, they are the know-it-alls, the wise guys, and those who haven't the good sense to refrain from an ostentatious display of their intellectual superiority.

They are those who give the impression that their administrative talents are

being wasted when they are called upon to do ordinary work—the kind of work that others around them spend their entire lives doing.

They are those who make certain that neighboring workers come to know them as members of a class that is headed for better things, that the present tasks are just temporary hurdles that have been erected by a rather unenlightened or perhaps unappreciative management.

FAULTS OF SOME COLLEGE MEN

They are those who seem unable to understand the problems of people around them because they hold themselves apart from these problems. They merely observe and contemplate the living situations and the occupational problems of employees just as they might do in a seminar in sociology.

Then, occasionally, one finds college men who have some independent means, at least enough to permit a standard of living that could not be enjoyed were they to be dependent entirely upon salary—as most people are. Unless this situation is handled most skillfully these men encounter great personal difficulties.

College men often have a way of associating only with each other. This tends to set them apart when they ought to be adjusting to other groups. One cannot adjust his life to the lives of others by remaining aloof or insulated from them. And to the extent that the graduate is gradually frozen out by other social groups within the company—and every company contains many social groups—to that extent the graduate is not making the grade.

Successful adjustment, therefore, requires an early understanding and appreciation of the problem of the "fair-haired boy," and the development of the skills to meet it. The company looks favorably upon the college man who meets this problem successfully. It is one of the first signs of

his emerging leadership—the ability to win the respect of any group in which he happens to be placed. This respect comes when others realize that you respect them for their knowledge and experience, when they feel that you appreciate their efforts in your behalf, when they come to realize that you are a *real person*, and that you are more interested in them and in the general welfare than you are in yourself.

Your job as a future manager is not to bid openly for the attention of the big boss. Rather it is to win a place in the hearts of the rank and file. This accomplishment is hardly likely to escape for long the attention of the big boss. You may not be able to escape being called “fair-haired” by some, but you can win the respect of all by being “fair-minded.” In my judgment, it is most important that you understand the nature of the problem. To know the problem is to be on the way to its solution.

COMPANIES WANT PEOPLE WHO FIT IN

You may have wondered at times why companies often employ middle-of-the-class men in preference to top scholars. The answer is usually personality. We try to pick winners, and in picking winners we have to consider the nature of the game to be played. The ability to get along well with other people is essential. I am making no attempt here to say that “all is personality”; but I do think it important to say to you that in our adjustment to business life we must take into account this new kind of competition—competition with people and not just the intellectual products of their fertile minds. It is not your term paper against theirs; it is you against them. You must adapt yourself to this feature of the company environment. The company is not likely to modify this one of its requirements.

Another aspect of the competition that may be new has to do with age. You have been accustomed to competing with classmates, people generally your own age. In

business the competition is between persons of all ages. Perhaps that covers a little too much territory, but you will be in the race with some who are at least five to ten years your senior—which still means that they are far from being old men. In some respects they have an advantage, the advantage of experience.

From your point of view this need not be an insuperable obstacle. But never underestimate its importance. In the competition you must be able to offset the experience advantage with qualities which can tip the scales in your favor.

You may not be in direct competition with men past middle age; but even so, you may find yourself working closely with them and this may be a new experience. In all likelihood this is an adjustment that many of you must make—adaptation to older workers. I can merely say that you should try to have within you a little of the old-fashioned trait of respecting your elders. On top of this, develop the habit of consulting them. Of course, all people like to be consulted, but with older persons it is almost a must.

CULTIVATE EMOTIONAL MATURITY

Perhaps I should say a word or two about the necessity for adjustment to life among female employees. I shall, however, pass by this one because no advice I might give would do you any good. You will simply have to work this one out for yourself. Just one tip—never underestimate the power of a woman, especially one who has been with the company long enough to know her way around.

Most college graduates during their first few years appear to me to display greater intellectual maturity than they do emotional maturity; but I am not sure that I understand why. One cannot become a manager until he has learned to control his emotions in tense situations. Perhaps this is one of the reasons why advancement cannot be expected too quickly. Learning to control

emotions is a seasoning process. . . . Even the best of graduates is a first-class business risk in his first five years. . . . This matter of emotional maturity is so important that I seriously recommend that each one of you before too long read at least one chapter in a book called *Labor Relations and Human Relations*, written by Benjamin M. Selekman of Harvard University. It is the chapter entitled "Wanted: Mature Managers." In my judgment, this is one of the most significant pieces of writing in recent management literature.

"TEAM" PLAYERS WANTED

Another adjustment that may be difficult for some of you who are great individualists is that of recognizing the importance of group effort and accomplishment. It is not only a problem of recognition but one of developing the personal skill which permits you to become an effective contributing member of the group. In the university one almost has to avoid all semblance of collaboration if he expects to remain in the institution. In business, however, survival *depends upon* collaboration and cooperation. The baseball player is, of course, thrilled when he makes the final "put-out" in a crucial game. In business we are equally thrilled when we make the "assist."

A four-page monthly letter is put out by the Royal Bank of Canada. Several years ago an issue was addressed to the young people graduating from Canadian schools and universities. I close by quoting several short paragraphs:

"This is an important enough occasion to call for a full-dress analysis of yourself as well as the job. 'Know yourself' is still good advice. Determine not only what are your likes, but where are your special abilities. Choose the field in which you will be happiest, and the track on which you can go farthest, not necessarily fastest.

"It is on this first job that you will cut your eye-teeth. Your task is to perform well the duties given you, establishing confidence in your knowledge, perseverance and enterprise. You must earn the right to move up to a second level, where you start working toward the third.

"Showiness is no part of this early period. The surf-rider in Honolulu is picturesque and daring, as he comes in on a curling breaker, a good navigator of his kind. But there are men who guide great ships by calmly noting the revolutions of the log, by correcting their calculations by the movement of the planets and the stars. It is by that sort of man, and not by the showy surf-rider, that the great business of the world is carried on."

About the Authors

(Continued from page 9)

Richard H. Bloomer, Instructor in Education at the University of Wichita, combines the theoretical and practical in his background. Studied engineering at University of Rochester and Cornell, switched to Columbia and psychology and won his B.S. in psychology in 1949. Worked with an aluminum warehouse in Rochester in 1950. The next year, returned to Columbia and in 1952 received an M.A. in social psychology. He is an associate of Human Resources Analysts, an industrial consulting firm.

William G. Waggoner is Employee Relations Officer, Region 2, United States Bureau of Reclamation, Sacramento, California. A career employee with 23 years of service, most of that time has been spent with Reclamation and in personnel work. The Bureau builds huge dams and powerhouses in the west, and so Mr. Waggoner's hobby is construction, as demonstrated by erection of his own home under his own muscle power. He is a regular contributor of "How to Do It's" in the popular science magazines and the author of numerous articles on personnel subjects.

More on "Plain English" in Labor Contracts

This just goes to show what a "Philadelphia lawyer" can do with an argument when he gets his teeth into it. The author says that "a lawyer with the requisite brains and experience will invariably write a better document than a layman will"; he says it so amusingly that you can't be angry with him, even if he's right!

BY WAY by qualifying myself as a witness, let me say that I have spent some years in the industrial relations field as attorney for various employers. My experience has included organization drives, representation cases, contract negotiations, grievance arbitrations, strikes, unfair labor practice proceeding—in short, the works.

The popular catch-phrase in labor relations circles has long been, "Let's keep the lawyers out of this." In all phases of the relationship between company and union the slogan has been applied. It was to be expected that sooner or later the shibboleth would be pushed to its logical absurdity. That this has now been done is becoming increasingly clear. What with an open incitement ("Put Contracts in Plain English," P. J. Nov. 1953) the cat is finally out of the bag: lawyers are no longer to perform even their traditional function as draftsmen; the untrained parties to the agreement will "roll their own", with good will taking the place of expertness, and the "legal eagles" relegated to a sort of limbo where they will "lift learned eyebrows" unnoticed, unwept, unhonored, and perhaps even unsung.

Not as a lawyer, but as one who has a Churchillian reverence for the English prose sentence as a means of conveying thought, I deplore these inclusive attempts to reduce the language to a kind of elementary exercise. No doubt "basic English", Fleschian philosophies and other so-called aids to comprehension have a place in our society. If, for example, I were trying to teach a

By BERT W. LEVY
of Sterling, Stern & Levy
Philadelphia

mynah how to talk, I should probably not use Walter Pater or Thomas Carlyle for my models. Likewise, if the object were to convince the inmates of a school for retarded children that they should form an orderly line and file through the exits when the fire bell rang, I should be inclined to refrain from entering upon a discussion of the chemistry of combustion. Examples could no doubt be multiplied.

But this is a divagation. The main point is that, like so many laymen (and my personal acquaintance includes some who are otherwise extremely sophisticated), Mr. Kent thinks he can do a lawyer's job better than the lawyer. Let me hasten to remark that I do not attack Mr. Kent personally or in any other way. His article represents the thinking of a large group of knowledgeable people; there may, indeed, be a "trend" or a "school" of thought here. It isn't that as a lawyer I am hereby seeking to protect my livelihood. It isn't that I deprecate the mental lassitude which prompts ostensibly intelligent people to accept and repeat, without critical examination, a stereotype like "Attornies always mess things up with their legal verbiage".

No, it is not really either of these things, deep down; it is rather that I contest most vigorously some of the premises of Mr. Kent's article, and hence some of the premises of the group which takes the position he does. For one thing, I

seriously doubt that collective bargaining agreements are, in any general sense, written for the rank-and-file worker. For the foremen and shop stewards, maybe; but primarily for the higher echelons of the parties and with at least half an eye on some unknown future arbitrator. Secondly, I'm not so willing as are Mr. Kent and his supporters to sell short the capacities of the rank and file. My own experience with a good many "working stiffs" is that quite often when they protest inability to understand "all those big words in the contract" they are getting ready to con me into something. So even if one were writing the agreement for ordinary shop consumption it wouldn't follow that it had to be drastically "written down." In the third place, it should be a truism that if the easy way isn't necessarily the best way, then the simplest expression isn't bound to be the most accurate.

SETTING STAGE FOR GRIEVANCES

Mr. Kent quotes a contract clause as a horrible example, and gives a "plain English" *understandable* revision. Just a glance at the revised version raises many questions. Maybe the parties, manfully exercising good will, can arrive at answers but they're not found in the new version, and failure to include them is begging for the grievances which most parties presumably are anxious to avoid.

Another particular target for the simplifiers is what Mr. Kent calls redundancy and clichés. Eight are specifically mentioned, and one gets the impression that they have a horde of companions called ilk. Yet either they are not so confusing as they are thought to be, or Mr. Kent has not chosen his illustrations well. I concede "deemed and held" and "perform and abide by." But the use of demonstratives like "hereinafter", "hereinbefore", "hereto", "hereof" (not cited by Mr. Kent) is frequently a convenient method of referring

the reader to another part of the agreement without going through a long process of repetition or destroying the symmetry of the instrument's structure.

Other well-worn terms have a specific meaning which achieves clarity at the small expense of an additional word or phrase. "Aggregate", for instance. Suppose we write: "The employer shall grant time off for attendance at Union conventions to not more than ten employees, not to exceed ten days." Does this mean that each employee may have up to ten days? Or what? How much bickering and confusion might be easily prevented by saying, "not to exceed an *aggregate* of ten days"!

OVER-SIMPLIFICATION IS RISKY

All of the foregoing (meaning: all of the things that I have written in this piece up to this point) is not to say that I condone muddy writing just because it rolls well off the tongue. The provision that "standards are not negotiable but must be considered correct unless otherwise found in error" is not good writing. Its meaning is attainable, I suppose—that standards are not subject to collective bargaining and must be considered *prima facie* (oops—sorry!) correct until they are found to be incorrect by some examination or process other than collective bargaining—but I should be the last to rush out and defend the provision as written. That's not the point. On the contrary, the point is simply that so-called simplification frequently, if not usually, results in oversimplification. And oversimplification produces at least as many grievances as "legalistic mumbo-jumbo", and is infinitely more risky.

The key to this whole affair is obvious. It lies in clarity of thought, the antithesis of the kind of slogan-mouthing and blind trend-conformity which unhappily seem to be in the ascendant today. Clarity of thought and reflection will show at once that collective bargaining agreements are

not written for the shop floor; that even if they are, the average American worker can understand, if he will, a carefully-composed but sometimes polysyllabic document; that stewards and foremen certainly can; and that arbitrators will be in a much better position to divine the intent of the parties if pains are initially taken with details of phraseology.

Some companies and unions have such a relationship that one need but block out a few broad general principles and let the parties fill in the gaps by day-to-day operations and mutual accommodation. Others, still with a perfectly sound collective bargaining relationship, may desire to cover more ground in the written contract and leave a minimum to administrative interpretation.

In either case a lawyer *with the requisite brains and experience* will invariably write a better document than a layman will (he's been through a long, expensive and rigorous training for doing that) even though he may use some long words, some "legalistic" clichés and some fifteen-or-more-word sentences to do it. And in neither case will an incompetent or inexperienced

lawyer perform an acceptable job—neither because he's a lawyer, nor because it's not a job for lawyers, but because he's the *wrong lawyer for the job*.

Even so, if, as they used to say, I had my druthers, I'd be inclined to choose *any* lawyer for drafting work in preference to any layman. This is purely personal, however, and I might not hold to it under all conditions. Perhaps Mr. Kent, for example, would make me change my mind. Surely he writes well enough himself. I don't want to do him any injustice and I don't want him to think for a moment that all of the adjectives I've used were meant to apply to him.

Nonetheless, the fact remains that there is now building up, if not already built, a general hue and cry growing out of a kind of hysteria, or at best a failure to form a nice judgment based on careful contemplation of the whole story. Don't, for Pete's sake, let PJ become a sounding-board for a cacophony which aims at drowning out the sound of good English well composed, and reducing us and all our works to a troglodytic paucity of communicative media.

WANTED: Wage and Salary Administrator

Large manufacturing Company located in Cincinnati area has excellent position open for man capable of administering formal Wage and Salary programs.

Should have minimum of three to five years' experience in Job Evaluation, Salary and Wage administration, and related techniques. College graduate preferred.

Company offers opportunity for advancement, increased earnings, and liberal program of employee benefits. Moving expenses will be paid by Company.

Address *résumé* of past employment, education, age and salary requirements to:

Advertiser, Box 284

Personnel Journal, Swarthmore, Penna.

Getting Back into Focus On Performance Ratings

It may be that we can be over-trained on how to conduct a performance rating, and lose sight of the real human need to be told "how we're doin' " at least once a year. This article is based on a letter the author sent to all rating officers in his "region" to remind them of the reason for performance ratings.

A HIGHWAY can become so cluttered with directional arrows, distance signs, safety slogans and billboards, that we forget whether the object of the trip is to use Burma Shave, drink a Coca Cola, or get to Paducah.

Our Performance Rating Plan is now three years old. We have conducted training, prepared booklets, distributed literature, devised neat mathematical formulas on how to arrive at the rating of elements, held refresher sessions, and one-act dramatic shows, complete with a cast of characters, on how to conduct a rating interview. These things have undoubtedly served some good purpose. Yet, there is a general dissatisfaction among both supervisors and employees with the plan, which has manifested itself in various administrative and legislative proposals to revise it. It is time that we take a reading of some of the basics of performance ratings.

A rating plan is not psychological trickery by which it is hoped to cheaply purchase more production. Any kind of a rating plan is the result of a basic human demand to have our efforts appraised, given direction and recognition. Performance ratings have existed for quite some time. The cave man kept his by notches on his favorite club; the African tribesman by beads and symbols of his prowess; and the American Indian thought so much of his performance rating that he carried it around tied to his belt—the white man's scalp.

We have become civilized only to the degree that we have learned to live together. A rating plan is one of the many devices which we have learned by experi-

BY WILLIAM G. WAGGONER
Employee Relations Officer
Region 2, Bureau of Reclamation
Sacramento, California

ence makes this easier. Its modern use is to recognize in our business lives the contribution each makes to the total effort of a group. We have learned that anything which aids living and working together increases our satisfaction, happiness and production. Our modern term for such a condition is good employee relations.

A rightly used rating plan becomes a simple and direct communication between supervisor and employee which results in living, working and producing together to our common good.

We have learned to manufacture powerful automobiles with all kinds of fool-proof safety devices. We have made little progress in safe driving. Our present performance rating plan is a streamlined improvement over the old efficiency rating plan. We have made little use of its potentials.

Our rating plan offers us an opportunity to meet and talk with each other about our efforts, ambitions and plans. A pause during which to take our bearings and get on course again. This opportunity must be used with tact, tolerance and understanding by supervisor and employee alike. It should be the underlying theme in all relationships during the whole year, but the yearly rating period offers an opportunity of tying the loose ends together.

All of us, two hundred and sixty two mornings a year, reach over and turn off the alarm clock, get up, dress, grab a bite

to eat, and travel through snow, rain, heat, fog or smog to the place we work. Eight hours a day for two hundred and sixty two days we do our jobs the best we know how—sometimes maybe not so good, but we get some right answers also. All too frequently at the end of this time we are handed a piece of paper with four or five symbols in blank spaces, a perfunctory remark on the back of it, instructions to "sign here", and thus told in effect that this is the considered evaluation of our total efforts for a year. A performance rating handled in this way is "short-changing" our opportunities for productive relationships.

CHANCE FOR PERSONAL MESSAGE

Our plan gives the supervisor the opportunity to document on the back of the rating sheet, without any formulas, without any square blocks, in just plain every-day language, the accomplishments of the employee. This is important to him. It is about him. It follows him all of his career with his personnel folder, from job to job. These remarks should be specific, down to earth. If general performance during the year is satisfactory there must have been some particular piece of work the employee did to help the supervisor out of a hole. Mention it. The employee is entitled to know that you remember and appreciate. If you do, he will go out of his way to do it again, and again. If you don't, he will do what he is paid to do, with reluctance, without spirit. Should our social system include performance ratings for our wives, and we remembered the one morning when

the toast was burned, and ignored the other 364 when it was a crisp brown and buttered to the edges, what kind of domestic relations could we expect?

RATINGS, FIRST, MUST BE FAIR

The emphasis has been on using performance ratings to encourage, guide and give recognition. This is natural because the majority are loyal and competent employees. But, performance ratings should not be used to spread sunshine and joy indiscriminately. The one most critical requirement of an effective rating plan is that it must be fair. This means fair to all. It is not fair to all to "carry" year after year an employee who has repeatedly shown himself incapable of accepting, or indifferent to, the earnest best the supervisor has to offer in guidance and help. A lot of us have seen our chickens come home to roost as a result of this failure to face up, during reductions in force.

There is no formula or pat scheme by which we can plus or minus, or calculate ourselves into fair minded individuals. The relationship between two people is the sum total of the lives to date of these two people. The judgment and characteristics the supervisor and employee have acquired during this time. There is really so little that can be offered as a true guide when it must be remembered that we don't live long enough to learn of all the mistakes we have made. There is one principle that has proven pretty sound. That is, DO UNTO OTHERS AS YOU WOULD HAVE THEM DO UNTO YOU. It should work well with Performance Ratings.

Give Your Training Program a Chance

Too many programs are put on with too little preliminary study of who needs training, what kind of training, by what methods. The wrong kind of program for the wrong group can be worse than time-wasting; it can be demoralizing.

NOT too long ago in a large New Jersey plant there was a delay in the foreman training program when the movie projector broke down. This seemingly minor occurrence was worthy of note in the foremen's reactions to it. They all applauded roundly. Furthermore they accompanied this applause with such remarks as: "I hope it stays busted", and "throw it away".

Somewhat puzzled by this jocularly expressed animosity toward the movie projector, the instructor, an outsider from the University, halted his emergency repairs and began an investigation on the spot. The revelations of the group indicated some defects in the planning for the training program which any management might fall into.

The program had been initiated by a remark by one of the top executives of the company that "I think we'd better get a little training program under way around here." Being the type of boss whose wishes are commands, a training program for foremen was launched in short order. Several books and pamphlets on the subject were purchased, and a local film rental service was asked for a list of films on industrial supervision. Finally the State University was requested to provide the instructor.

Without doubt here was a job for a professional, and without delay! The instructor was briefed on the company's estimate of what was required of such a training program, the films were reviewed, and a complete outline of the program was prepared. Nevertheless, the foremen didn't like it. What was wrong?

BY GEORGE S. ODIORNE
Associate Extension Specialist
Rutgers University
New Brunswick, New Jersey

Consider the films, since they were the cause of the first outburst and ultimately led to the heart of the problem. They were excellent films, produced by a leading company, that should be seen by every young foreman or foreman candidate. The trouble here was that these men weren't young foremen, nor foremen candidates. Every one of them had fifteen years experience as a shop foreman, and some had as much as forty years. It was belittling to have to sit through a rather rudimentary skit on how to talk to their employees.

"After forty years I have to sit here and watch Mickey Mouse show me how to handle a gripe!" one of them snorted. "Maybe we do need a little review," said another. "We all get into ruts, but why don't you make it a little more subtle?"

For the remainder of the meeting similar comments, mostly constructive, came from the group. The alert management recognized the need for making the program fit the group, and made some drastic revisions in the entire program. Instead of straight lecture and film, the form of the meeting was changed to the conference form. Case studies from plant experience were used as the basis for the discussion of major topics. Films carefully chosen for their appropriateness and suited to the intelligence of the group were shown, and these became the basis for discussions. Lectures, when given at all, became rather advanced lessons in industrial psychology.

They caused most of the foremen to stretch their minds in understanding employee behavior—even racing beyond them on occasion. The result was a training program highly satisfactory both to company and foremen.

WHO NEEDS TO BE TRAINED?

On still another occasion in another company the instructor was engaged in a training course for foremen, in this case teaching human relations by the conference method. Early in the first session he noticed in the group a responsiveness which was amazing. With each topic he introduced, one or the other of the supervisors responded quickly with a pat answer. For example, in the discussion of proper procedure for handling a grievance, one of the foremen quickly rattled off a four-point formula which was widely taught in J.R.T. courses during the war.

Recognizing the formula immediately, the instructor asked a direct question. "Have you men had courses similar to this one?" "Five times in the last five years," was the reply, "almost without variation." Small wonder that they knew the right answers! "Don't quote me," said another, "but why don't you go upstairs and give this stuff to some of the brass. They make us take it over and over, but from the way they act you'd think they never had the course once themselves."

Without further coaxing, the group volunteered chapter and verse to document this need upstairs. The assistant manager considered himself somewhat of a hail fellow, and treated sincere requests for raises or transfers on the part of foremen as a joke. "Why Bill, what the hell would you do with more dough if you got it? Just give it to your wife, and you wouldn't get anything out of it." "A raise? Why, Joe, if I had all your dough I'd throw mine away." This was usually accompanied by a friendly clap on the back. "You want to get on days, Mike? Hell, so does every-

body on the night shift." No inquiry into reasons, no explanation of why the transfer was impossible, just an un-funny wisecrack.

In this case the instructor, being an outsider, felt it appropriate to lay the cards directly on the table with the top management, which he did. Fortunately, in this case the management was progressive enough to see the implications and do something about it. More serious are those cases where the management either refuses to recognize the facts about its training program, or does not know the facts.

Training foremen and first-line supervisors in proper ways to handle complaints and requests from employees, to estimate morale and take measures to keep it high, can place an extra responsibility upon top management in the plant. For, while foremen are learning methods that they might apply to those under them, they are also acquiring standards for judging the manner in which their own bosses supervise them. When top management shows little appreciation or knowledge of these skills which they, the foremen, habitually practice on the workers under them, a serious division between top management and foremen will result.

SHOULD THE BOSS ATTEND MEETINGS?

In certain instances, this defect of training programs is overcome by having the top management sit in on the foreman training meetings. In those cases where he checks his authority at the door, this can be highly beneficial. In other cases, however, this has had the effect of stifling the whole program and making it a polite form of "hell meeting". From the training point of view, nothing could be worse. In one case, the manager was a strong-willed person, accustomed to speaking first and with complete assurance. As a result, every discussion consisted of his views, followed by either silence or agreement

Completed on page 26

Alcoa's Answer to the Secretarial Shortage

Every organization is faced from time to time with the problem of finding enough typists and stenographers. Most often this is due to lack of foresight and planning on the part of the employer. Here is a story which shows the good results obtained from a little advance thinking.

WHEN, in the spring of 1952, it became obvious that we were losing our secretaries faster than we could hire replacements, we decided to try training girls during the working day and to pay them while they were being trained. Since the shortage of competent secretarial help is rather chronic, details of our experiment may interest others.

Because we were making use of all our employees with any degree of stenographic ability, the only course open was to train people with no previous shorthand. Supervisors were asked to recommend girls whom they considered potential secretarial material. Reviewing the schooling and previous employment records of these girls, we selected for further consideration those who could type at least twenty words a minute and showed promise of developing the ability we sought.

The candidates were interviewed for the purpose of determining the suitability of their attitude, appearance, and personality. Only those displaying real enthusiasm for the training went on to take a rigorous battery of aptitude and achievement tests. These included stenographic, typing, and clerical aptitude tests, grammar and reading achievement tests, and also tests of the more intangible factors of interest and personality.

Although we did not expect conclusive evidence from the results of the last-mentioned group of tests, we felt that the personality and interest factors were so important that they warranted as much investigation as possible. Because of the small number involved in this testing ex-

By ANNETTE R. PLANTE
Administrative Assistant
Aluminum Company of America
Massena, New York

periment, no definite conclusions can be drawn; however, the tendency was for those with the highest scores in stenographic aptitude and dexterity to do best in stenography and typing.

Only six girls met the rigid specification that were set: five employees, and one not previously employed by the company. The five employees were classified as clerks or mail messengers, and there was not much difficulty in freeing these girls from their jobs.

Though it would have been more economical to train more girls at the same time, we could locate no others who met the requirements. The trainees were warned that the course would entail a considerable amount of outside work and would be suitable only for those with few responsibilities at home. For this reason married women with children were excluded from training. Since the course was an expense to Alcoa, the girls were impressed with the fact that in fairness to the company, they should not start the training unless they planned to work for at least two years after the completion of their course.

We were fortunate in our physical set-up, having available an aptitude testing room which was easily converted into a classroom. The actual class hours were from 8:00 in the morning until noon five days a week for four months. During this period, classes were taught in Typing, Shorthand,

Transcription, English Grammar, Grooming and Etiquette.

Since the girls had already had a basic course in typing, their typing class consisted primarily in drill and speed building. Typing to music proved to be a valuable aid in developing accuracy and speed. This typing class was divided into two periods of forty-five minutes, one at the beginning of the morning and one at the end.

TRAINEES ACCEPTED HOMEWORK

The trainees were not required to know any shorthand before they entered the training course; but they were warned that, in order to acquire a working knowledge in a short time, they must be prepared to spend from one to three hours each evening on homework. The new Gregg Simplified Method was used; and in conjunction with it, we made available to the trainees the dictation records which accompany the Gregg manual. The girls had the opportunity to use these records between the time they came to work at 7:30 and the beginning of the first class at 8:00. In this way they were able to practice at their own speed and convenience without the aid of a dictator. After the trainees had progressed in shorthand to the point of taking dictation, a class period each day was devoted to the transcribing of letters taken in shorthand.

Basic English grammar was reviewed for an hour three times a week, and some of the fine points of usage and sentence structure were studied. This class also included intensive work in spelling and the techniques of letter writing: vocabulary, style, clarity of expression.

Probably the most valuable class was the etiquette potpourri held twice a week, for it helped develop desirable attitudes. Members of top management were frequently invited to speak informally to the girls on their ideas of the "perfect secre-

tary". Movies concerning hygiene, cosmetics, posture, the history of the company, table etiquette, typing, nutrition, and other diversified subjects were included during this period.

Several class periods were devoted to correct telephone practices, filing, proper office dress, and introductions. Some of these topics were handled by skits and role-playing; others were taught with the aid of pamphlets. In addition, the trainees studied and practiced using the calculator, adding machine, and dictating machine. For the reproduction of written material, they had experience in typing many multi-lith masters. Time was also spent in the use of standard Alcoa forms.

During the afternoons of the training period, the girls were assigned for three-week periods to various offices throughout the plant. In this way they gained first-hand knowledge of the activities of the employment office, the medical division, the traffic department, and many other offices. Since Massena Works of Alcoa covers several hundred acres, learning the plant lay-out and the inter-relation of the various departments is important. This experience in the afternoons taught the trainees many practical lessons that could not be included in classroom work.

Each week the supervisor in whose office the trainee worked during the afternoons was asked to rate the trainee. This rating sheet was used as a basis for a weekly private conference between the trainee and her instructor. In addition to work and classroom problems, any other matters that concerned the trainee were discussed.

TRAINEES RATED WEEKLY

By the end of the four-month training period, the girls typed from forty to fifty words per minute. They could take dictation at speeds varying from sixty to ninety words per minute, depending on the difficulty of the material.

As openings for stenographers occurred within the plant, the girls were assigned to these positions. Some of them started training on permanent jobs during the afternoons before the four-month training period was over. Others were assigned to offices at the end of the training.

Both the girls who were being trained and the supervisors under whom they worked during the training period and afterward seem pleased with the arrangement. The class provided a pool from which supervisors were able to draw when their work load increased temporarily and when they needed temporary replacements.

At the end of the course, management arranged a dinner to celebrate the occasion. This event and all of the activities of the course were recorded in a ten-minute non-professional movie in color and sound. This movie will be available upon request to industrial firms and educational institutions.

Although it is still too early to draw any conclusions as to the results of the secretarial training course, we have indications that it has been successful. The girls themselves feel that they have profited from their training, and this is reflected in their poise and self-confidence. Several

of the supervisors in whose offices these girls have been placed have made favorable comments on the results of their training.

EDITOR'S NOTE: Miss Plante appended a list of worthwhile films for secretarial training, and of pamphlets recommended as teaching aids. If you'd like to borrow the list, please tell us.

Concerning the tests used by Miss Plante, she says "To all female clerical applicants we give the SRA Clerical Aptitude Test, the Otis Self-Administering Test of Mental Ability (30 minutes), and a grammar test which we constructed. If the applicant is a typist, she also takes the SRA Typing Test.

"In addition, the girls who were considered for secretarial training took the following test battery: Bennett's Stenographic Aptitude Test; The General Clerical Test; Purdue Peg-board; Minnesota Rate of Manipulation; Iowa Reading; The Personal Audit; Bernreuter's Personality Inventory; Kuder Vocational Interest."

Many other tests are available for a program such as this. Whatever tests are used, it is important that professional guidance be obtained in their selection and administration, since some of the best known and most publicized do not necessarily get the best results.

Clerical Aptitude Tests

Are you sure that you are employing the best available talent for your clerical staff? The Hay Clerical Aptitude Tests are the most efficient on the market. They produce maximum validities with minimum time—only 12 minutes of testing. Ask on your letterhead for a sample set for 35¢. Stamps accepted.

APTITUDE TEST SERVICE

P. O. Box 239

Swarthmore, Penna.

Just Looking, Thank You

Your Vote Invited

Readers' comments are cordially invited—with reference to the use of fiction as a medium for telling a serious story of labor negotiations. Did you read the short piece "Only Real Issues Count in Contract Bargaining", starting on page 367 of our March issue? It was by Edward Peters, who is a conciliator working with the California State Conciliation Service, and author of a very readable book "Conciliation in Action" which was reviewed in our December issue.

When Mr. Peters sent us the piece he pointed out that putting his message in the form of fiction was experimental, and that he would be glad to hear from PJ readers what they thought of it. We gathered that, if reactions were favorable, Mr. Peters would give serious consideration to "fictionizing" a number of messages in connection with labor relations and negotiation, and making another book of them.

House Organs Paid

Responsibility for communications up and down within a company is one of the major responsibilities of many personnel offices. Since the employee publication plays a big part in many communication programs, it is not surprising that our occasional articles about making house organs more effective are among our best-read features. Incidentally, if you publish a house organ for your people we'd like to "look it over" in our "Across the Editor's Desk" section and will appreciate being put on your mailing list.

What we started out to say is that, except in a general way, it is sometimes difficult to convince management that the house organ is worth what it costs. Very seldom can an editor point to an article or

series of articles he ran and show that it paid off in dollars and cents, which is the common measure of the worth of other activities around the shop. So we were particularly interested to find the following report in "HMI"—the 4-page monthly newsletter of the House Magazine Institute of New York City.

"Vincent Biunno, Editor of *Rolling Stock*, American Car & Foundry Company, ran a feature story called 'Suppose You Were Blind' stressing the importance of wearing safety goggles. In the next few months following publication, no one in the company suffered an eye injury through failure to wear the goggles. Membership in the 'Owl Club', an organization of men whose sight had been saved by the goggles, increased and the company was saved \$59,000 it would have had to pay in compensation claims for the new members.

"Virginia Shea, Editor of *Grant Game*, W. T. Grant Company, decided to give year-round promotion in her magazine to a contest for the 'President's Trophy', awarded each year to the region in the company with the best sales and overall operations record. The contest received more enthusiastic support than before, and of the three variety-store chains in the country who showed an increase in sales over the previous year, W. T. Grant showed the largest—3.25% as compared to less than 1% for the other two.

"Norman Stone, Editor of *NYC Headlight*, New York Central System, inaugurated the use of a 'Traffic Tip' coupon in his magazine, by which personnel in non-sales positions were urged to get more business for the railroad. The only reward offered to the employee was the knowledge that he was making his own job more secure and the non-monetary recognition of his supervisor. One employee switched a specialty manufacturer from another carrier and secured 57 car loads of freight for the Central. In all, employees have secured more than 1,000,000 pounds of extra freight for the railroad."

Must Agreements Be Written?

A good friend in Detroit deals himself a hand in the debate about whether "plain English" or lawyers' English should be used in labor contracts. The argument was started by Thomas C. Kent of the Daisy Manufacturing Co., Plymouth, Mich., in our November issue, and kept boiling by an anonymous writer in March. Says our Detroit correspondent:

"Mr. Kent and his anonymous friend are lost in an argument which has no ending, and are not likely to solve it so long as they are stuck with the assumptions that (1) the agreement must be reduced to writing and (2) there is such a thing as writing which is not ambiguous.

"They should clear their minds of such nonsense. Language is not precise—even legal language. Language is like thoughts—fuzzy, loose, fumbling. The lawyer is accustomed to fuzzing things up with the hopeful idea that he is clarifying. He is trained to think in circumlocutions, and he writes that way. His idea that every conceivable variation can be included in the summation of prospect is erroneous, but that is his idea.

"Mr. Kent is probably closer to the truth than his anonymous opponent in the debate, because Mr. Kent can't think of as many variations. But he too is caught in a fallacy—he thinks that "plain English" means the same thing to all men, under any circumstances.

"What a lousy debate! The fact is that most genuine understanding comes without words. Too many—a large majority—are fascinated by words and feel that the way to avoid confusion is to 'set it down in black and white'. The next day, neither party understands the black and white, although each still understands the other's intent and purpose.

"Away with contracts and stiff, wordy resolutions! They have caused more trouble than they have eased. Let Mr. Kent and his friend, the next time they have a matter to discuss with their wives, think over the proposition that they would be better off if 'they had it in writing'!"

Ad Emphasizes Personnel

"Gimbels Is People Serving You." That was the heading of a page advertisement which appeared in Philadelphia newspapers recently. The page was set up to look a good deal like a regular newspaper page, with columns of reading matter running around several "straight" ads.

The page, which appears once a week, is a good *employee* relations medium as well as a customer or public relations medium. Several of the "editorial" items are calculated to build up the egos of Gimbel employees and make them proud to tell their friends that they work at Gimbels. This is done very skillfully, mostly by indirection. One purpose of the page is to help the store attract good people. With one story there's a picture of a good-looking youngster, Miss Carol Robinson, and the caption says she is "a Distributive Education student who combines her high-school studies with practical experience at Gimbels and has a head start on her career in retailing".

Miss Robinson, this item says, is "amazed at the large number of different jobs which are available. . . . Of the thousands who work in the store, a little less than half are engaged in selling. There are 800 different trades and professions represented in Gimbels." The item goes on to name a number of the trades and unusual occupations.

A \$10 award is given each week to a customer for a report of something that happened at Gimbels. The winning story in the page before us tells of a mother whose little boy disappeared while she was shopping. The mother discovered the boy on an escalator and had an exciting time trying to catch up with him—especially after he discovered his mother was chasing him.

We shouldn't wonder if this kind of low-pressure advertising were fully as effective as hard-hitting bang-bang advertis-

ing. Makes women feel they know the store well. . . . Only one (slightly) sour note, in our estimation. Calling Gimbel people "co-workers"—never just "workers" or "employees"—sounds to our ears a little forced and insincere. Has anyone ever tried to find how employees would like to see themselves referred to in print?

Says Employees Should Not Rate Supervisors

J. R. Clarke, Director of Employee Relations of the South Wind Division, Stewart-Warner Corporation, Indianapolis, takes exception to the consensus of our readers with respect to employees rating their supervisors. "The answers to your question 'Should Employees Rate Supervisors', published in your March issue," he says, "were predominantly for it. How so many capable people could be so wrong on this issue escapes me. It is perfectly

clear that employees should *not* be asked to 'rate' their supervisors.

"The answers are indicative of the increasing trend toward forcing a supervisor to win popularity contests. This is certainly not the objective of the enterprise nor of the supervisor.

"Where the supervisor's job is made clear and the appropriate means of measuring his performance is established with and acceptable to him, there is no need to ask someone else how he is doing.

"The need for rating the supervisor by those under his direction is an indictment of the supervisor's superior and adopting the practice is mute evidence of putting the emphasis on the wrong syllable.

"Again, I'm surprised by the conclusions of these eight fine gentlemen."

Do others wish to register their opinions, either way? How many feel as Mr. Clarke does? The polls will be kept open for awhile on this question, which has more to it than leaps to the eye at first glance.

(Continued from page 20)

from the group. For example in a discussion group of foremen, somebody asked:

"How is policy made in this plant?"

"I make the policy around here," announced the manager firmly, laying his hand flat on the table, "and everybody else is supposed to follow it." However true this might have been, it effectively stifled any expression of opinion or question during subsequent training sessions. While it left little doubt as to who was boss, it was of doubtful value as a device for gaining acceptance of these policies among the subordinate supervisors.

On the other hand, where the boss refrains from speaking first, permitting the

group to think aloud as a basis for reaching agreement, sharing experience, or exchanging information, all of them learn and develop, including the boss.

Such defects in training programs can be overcome if the training director or training committee first studies the group to be trained, and then the needs of the group. Most foremen are responsive to imaginative, well-planned training programs which meet genuine needs, and which will increase their professional competence. They will resent the canned program, aimed only at keeping up with the Joneses or making the annual report of training department activities a little more impressive.

BOOKS

FUNDAMENTAL RESEARCH IN ADMINISTRATION, Carnegie Press, Carnegie Institute of Technology, Pittsburgh, 1953. pp. vii, 89. \$2.00.

This volume derives from a small and select conference signaling the opening of a new Graduate School of Industrial Administration at Carnegie Institute of Technology in October, 1952. The theme was the need of and the fields for fundamental and applied research in the field of top management. The purpose of the new School, in relation to which research challenges were being explored, is well stated as "to provide an opportunity for young men of demonstrated promise to lay a sound educational foundation for future growth to positions of responsibility in private industry and public service."

The upshot of the deliberations is cogently set forth in the concluding chapter, "Some Tentative Conclusions." Here attention is briefly addressed to the following issues—the differences between research methods in the natural and social sciences; the distinctive areas and needs in fundamental and applied human research; the profitable areas and problems of research with special emphasis on retirement; the sources of longevity in the conduct of business corporations; the ways to identify and supply continuing incentives to young men of outstanding executive potentiality; the nature of decision-making; other problems on the forefront of management thinking—including labor relations; economic forces affecting the individual business; alternative possibilities in organization structure; and methods of the research approach and contacts of outside experts within the specific corporation.

It will thus be seen that a body of tough and continuing areas of need were identified. And the mood appears to have been a hopeful one about constructive possibilities and results which promise to derive from more systematic and penetrating studies. Every graduate school in the business and public service field will find rewarding suggestions here. The problem will be to find enough first-rate graduate students and teachers to probe matters of this degree of complexity; another hurdle will be the financing of such research. But at least this kind of conference can begin to alert both universities and corporations to the ways and means of broadening the base of corporate gifts beyond subventions for natural science research (now being heavily supported) to social science research in the broad human relations field where it is so sorely needed and where insightful findings could at once reduce costs, improve productivity and interpret more adequately the basis for a clearer idea of the primacy of the public interest in management-labor matters.

The national association of the schools of business might well ponder the promotional value of similar conferences under regional university auspices in half a dozen areas of our country.

Ordway Tead
Guest Professor of
Industrial Relations,
Columbia University

COMMUNICATION IN MANAGEMENT. By Charles E. Redfield. University of Chicago Press, 1953. pp. xvi, 290. \$3.75.

I agree with the president of the International Harvester Company that "this

book will repay reading by business managers. . . ." I also agree with the author that "communication is already something of a fad." And I agree with his quotation from *Fortune* that "if business has a new motto, 'Communicate or Founder' would seem to be it."

I find myself wondering, nevertheless, whether this book as a whole succeeds, despite the breadth of its coverage, in really articulating both the mind and the heart of the problem. Perhaps it is the centering of attention on "administrative communication" that gives me a sense of impersonality in the idea of communication which is premised and in the processes recommended.

There is less emphasis than seems to me necessary on the reception, response and reaction phases. The author assumes too uncritically that efforts to communicate will be understood and accepted by those to whom the communication is addressed. There seems less stress on how we learn, how we come to agree, how we are motivated to act, than is usually required. All that is covered is worthwhile, but the psychologically desired outcomes seem to me too unquestionably taken for granted.

The initial definition suggests five elements in the act of communicating—(1) a communicator, (2) who transmits, (says, sends, issues), (3) stimuli, to (4) a communicatee to modify his behavior as seen in, (5) his response (reply, reaction).

My own idea would be that just as there has been ineffectual teaching where there has been no true learning, so also there is no effectual communication until there has been the response of the communicatee to indicate understanding, acceptance and participative action as to that which it is desired to communicate. Telling, "sending, issuing," publication, announcement (oral or printed)—none of these guarantee that communication has occurred. For successful communication is a circular, two-way experience resulting in a recognizable outcome

of concurrence or, unhappily, of stated disagreement for stated reasons.

The author's emphasis on "order-giving" and its characteristics is suggestive of the limited view taken of a far broader and more complicated total response from the one being "ordered." The affective or emotional overtones seem unduly minimized. A paragraph which might seem to contradict this judgment contains the sentence that "it is a good omen that, within management circles, there is a growing belief that that function of communication should not be something separate and apart but should be, instead, an integral part of leadership at every level." I agree with that observation; but I submit that it would have clarified the theme of the entire book if the author had added further insights into what leadership is and how it is persuasively exercised. For a confronting of this would have had to consider how persuasion, in which communication is a necessary factor, is achieved beyond the setting forth of that on behalf of which persuasion is sought.

Whether it is order-giving, writing employee handbooks, administering suggestion systems, conducting group conferences or whatever else, *how* it is done, its personal tone, the overtones of attitude—these are always more important than the *what* from the point of view of getting the desired results.

It surely is true of administrative communication, as Emerson said it was true of character, that "what you are speaks so loudly, I cannot hear what you say." And the aspects of motive, mood and manner have thus to be continually stressed if communication is to come off in desired ways.

One of the ways to prevent the present reiteration of the value of communication from foundering as a faddist cure-all is to be clear about all the psychological attributes of the process; and it is upon this one feature that I wish this otherwise admirable

and lucid volume might have been more explicit.

Ordway Tead

THE EMPLOYMENT INTERVIEW IN INDUSTRY. By Newell C. Kephart. McGraw-Hill Book Co., Inc., New York, 1952. 277 pages. \$4.50

From the title, one is led to believe that finally someone has written a book dealing with all the aspects of interviewing—analyzing good and bad practices and bringing together the most up-to-date thinking on this subject. On the contrary, there is very little new in the book on interviewing methods and not much new on selection procedures, which is the actual subject.

The book does catalog the various selection procedures and discuss them as they relate to the whole selection process. The interview is treated as one means of getting facts, and at the same time integrating other employment procedures.

The value of having a good description of the job to be filled is emphasized as a first requirement. This part of the book is well handled, although it seems too specific in some instances and too general in others. The part about evaluating the applicant's past experience is good. At times the author seems to be trying to cover more territory than he could possibly do in several books of this size.

The author covers Clinical Psychology in one chapter of 34 pages. The discussion is quite confusing. A sub-heading states "Behavior Patterns Which Can Be Observed Directly in the Interview", and is followed by Gait, Facial Expressions, Eyes, Posture, Arms and Hands, Legs and Feet, Dress, Speech, Paranoia, Introversi-Extroversion, Hallucinations, Hostility, Hypochondria, Schizophrenia, Alcoholism, Drug Addiction, Psychopathic Personality, Epilepsy and Psychoneurosis—with case studies to boot! Further, as examples of how to measure personality, a couple of

paper and pencil tests are given. The whole chapter leaves much to be desired.

The last two chapters on interviewing, and some of the rules for preparation and conduct of the interview are useful. Overall, the book may be most helpful to undergraduates in college, where the professor can keep the students from going too far astray.

The author is Associate Professor of Industrial Psychology at Purdue.

John J. Grela

HOW TO HELP YOUR HUSBAND GET AHEAD—*In His Social and Business Life*. By Mrs. Dale Carnegie. The Greystone Press, New York, 1953. 251 pages. \$3.00

This is a book for the wives of executives—executives well on their way up the ladder, and young fellows just starting.

Personnel directors and their opinions are mentioned several times. Vern L. Elliott of the Atlantic Refining Company, Philadelphia, is said to regard women who can't break away from familiar places and things as a major handicap to a man's success (page 91). On page 118 the unnamed "personnel director of one of America's largest corporations" is cited as an executive whose wife helps him. On page 67 there is a reference to American Brake Shoe's practice of conducting plant tours for wives of employees. Valuable suggestions, for which husbands were rewarded, are said to have come out of such tours.

Wives have a tremendous influence, for better or worse, on their husbands' success. A book like this will do the most good when it catches the wife at the beginning of her husband's business career. Copies might be made available in company libraries for use in connection with indoctrination courses, and courses for the development of executives and supervisors. The book is well written, moves fast, is full of names and incident.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore Ph.D.

READABILITY OF EMPLOYEES' LETTERS IN RELATION TO OCCUPATIONAL LEVEL. By Arthur C. MacKinney and James J. Jenkins, University of Minnesota. *The Journal of Applied Psychology*, Vol. 38, No. 1, February, 1954, 26-30

A number of articles have suggested the use of readability formulas (such as those of Flesch) to control the reading ease of employee publications. Flesch uses the educational achievement of employees as a basis for estimating the level of reading comprehension. This paper describes another procedure to determine the reading level of employees. It was thought that the readability level of employee-written communications should reflect the literacy level of the men. The authors were also interested in determining whether complexity of writing will increase with occupational level.

A total of 400 employee-written letters were taken at random from the General Motors "My Job Contest." These letters are probably not typical writing samples for these men, but they were written under standard conditions and hence were uniquely comparable.

Average sentence length, syllable count, and Flesch Reading Ease score was determined for each of the letters on the basis of a 100-word sample from each letter. The letters were classified into four groups according to the occupational level of their writers:

1. Salaried, supervisors and clerical workers,
2. Skilled hourly employees,
3. Semiskilled hourly employees, and
4. Unskilled hourly employees.

A table is presented showing the percentage of employees in each occupa-

tional group writing at each reading ease level. The results are interpreted as confirming previous readability studies and as providing a guide for the preparation of industrial communications.

THE EFFECT OF HAMMER SIZE ON EFFICIENCY IN THE TASK OF NAILING. By Stewart J. Briggs, E. J. McCormick, and N. C. Kephart, Purdue University. *Journal of Applied Psychology*, Vol. 38, No. 1, February, 1954, 1-6.

On the basis of common sense, the hardware salesman will sell a small hammer to use with small nails and a large hammer to use with larger nails. This study was designed to verify or deny the salesman's judgment on these matters. The investigation studied the efficiency of nailing with six different hammers, using five sizes of finishing nails and five sizes of common nails.

The six subjects were home craftsmen without professional carpentering experience. The subjects drove a set of three nails into a fir 2 x 4 for each of the sixty possible hammer and nail combinations. Time was the criterion of performance.

On the face of it this study does not seem to be of special significance to personnel workers. The methods used, however, are applicable to other research. The experimental procedures are described with care and include discussion of the following important topics: the pilot study, the subjects, the materials, the warm-up period, experimental sequence, the instructions to the subject, the make-up of the different subgroups, and the statistical treatment of the data. Specific recommendations were made considering first the hammer, then the nail, as the independent variable.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

PHILADELPHIA FEDERAL PERSONNEL COUNCIL met March 31 to talk over the evaluating of personnel programs. Boris Blai, Jr., civilian personnel officer of the Philadelphia Quartermaster Depot, described methods used for evaluation of the personnel program in his own installation. George Macian, chief of the Eastern area office, directorate of personnel, Department of the Air Force, discussed programs from the departmental standpoint. I. L. Risen, chief inspection division, 3rd regional office, United States Civil Service Commission, and Captain Smyth, commanding officer and director United States Navy Ship Building Scheduling Activity, were also on the panel. The latter dealt with evaluating a civil personnel program from the standpoint of an agency head. The scholarship committee also reported at the meeting. Both Temple University and the University of Pennsylvania give scholarships for post graduate work to federal employees.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION heard Dr. Edison L. Bowers give his views on the guaranteed annual wage in relation to unemployment compensation at the February meeting. Dr. Bowers is head of the economics department at Ohio State University. He is also head of the Governor's advisory committee on unemployment compensation. In addition he is directing a study of the State for Ohio State University on employment stabilization in relation to a guaranteed annual wage or unemployment compensation. Dr. Bowers has traveled to many countries to study social security plans.

INDUSTRIAL RELATIONS ASSOCIATION OF

CHICAGO met on March 8. Charles L. Dearing, deputy under-secretary for transportation, United States Department of Commerce, spoke on "Industrial Pensions 1954." While with the Brookings Institute, Mr. Dearing conducted a study of industrial pensions, the results of which will appear in book form later this spring. In his talk Mr. Dearing touched on the relationship between pensions and insurance and the changes that are contemplated in social security laws. He raised some questions as to responsibility for pensions. He also discussed the impact on our economy of this pension and insurance issue and some of the problems of investment of these funds. The Association's section on employee education and development met February 25. Arthur Shedlin of Kottcamp and Young, consultants in education and training, spoke on "Counseling as a Two-way Street".

INLAND PERSONNEL ASSOCIATION, San Bernardino, California, practiced role-playing at the February meeting. The demonstration concerned a common industrial problem, that of the disgruntled employee. Dick Sensor, who spent five years working with this and other related tools at Cal Tech., moderated the evening's program. Charles Davidson, director of personnel, Hunter-Douglas, played the part of the disgruntled employee. George Whitehead, director of industrial relations at Rohr, and Leo Kirby, director of training at Kaiser, took turns playing the supervisor.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION members in Los Angeles were told at a recent meeting that personnel work is rewarding but frustrating. Dr.

Gilbert Brighthouse, professor of psychology at Occidental College, did the telling. He came up with some constructive suggestions for relieving the frustrations: develop emotional outlets; talk your problems over with other people; work on some creative hobby or research connected with your work; recognize the fact that personnel men are teachers and that most people want to learn; develop a philosophy; take satisfaction in the effort you make to help each individual make the most of himself.

SEATTLE CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION discussed the economic aspects of the guaranteed annual wage at the February meeting. The discussion was led by Philip W. Cartwright, assistant director of the Institute of Labor Economics at the University of Washington. At the February meeting a regular feature, involving a role-playing presentation of some practical problem in personnel administration, was inaugurated. Another new program idea being used by the chapter is to set aside several tables for discussion of specific topics during dinner. At the February meeting interested members used the dinner hour to talk over personnel ethics and labor relations.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE has sent a list of members who are experts on certain subjects to all its membership. Any member wishing advice or information is free to consult with these experts about his problems. This sounds like a fruitful way to make the most of club membership. Twenty-two subjects are listed, ranging from employment and testing to blood programs, and including training, merit rating, contract negotiating, company outings, company magazines, and even smoking at desks.

CALIFORNIA TRAINING DIRECTORS' AS-

SOCIATION heard Dr. Marland K. Strasser, field representative accident prevention, Association of Casualty and Surety Companies, at the February meeting. His topic was training programs in traffic accident control. A workshop of eight sessions, the first held on March 8th, is being offered by the Association. The subject is elementary phases of training. The Association also sponsored a Business Films Show on March 10. The purpose of the show was to stimulate the use of films in industry and to provide an opportunity for business people to view the best and the most recent motion pictures and sound-slide films available for use in the fields of salesmanship, employee training, indoctrination, safety and economic education.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO talked about the personnel worker as a researcher at the February meeting. Dr. Ivan McCollom, professor of industrial psychology, San Diego State College, led the discussion. He attempted to answer such questions as—do you know how to state your problem; do you know how and where to gather your data; can you analyze and interpret data so that you come up with answers to your personnel problems; are there short cuts which are reliable; will your thinking as a researcher make money for your boss?

ONTARIO SOCIETY OF TRAINING DIRECTORS were instructed in the use and misuse of audio-visual aids at the February meeting. The instructor was Ken King, personnel assistant, training, Canadian National Railways. Dr. G. H. Guest spoke on the use of the case method of instruction in Canadian Industries, Limited at the January meeting. Dr. Guest said that there are three phases to the case method: 1) analysis of a case, preferably several days before discussion; 2) group discussion in which experience and ideas are pooled and polished; 3) post-discussion. Dr. Guest

warned that the classroom case method of training was a tool only and not a substitute for on-the-job training and experience. The most effective way of making

possible the development of personnel is the conscious coaching of subordinates by their immediate superiors. C.I.L. believes this is a line, not a staff, responsibility.

Attending the Conferences

A 12-WEEK RETIREMENT-PLANNING SEMINAR FOR EXECUTIVES, designed to facilitate the transition from active employment to retirement, was conducted at New York University, starting February 25. The seminar was sponsored jointly by the University's Division of General Education and School of Education. The group met for round-table sessions from 7 to 9 on Thursday evenings. Both group and individual counseling methods were utilized, according to the director of the seminar, Dr. Alonzo F. Myers. Cooperating with Dr. Myers, professor and chairman of the department of higher education at the School of Education, was a staff of consultants who advised on health, financial and investment counseling, insurance and annuities, where to live, and how to continue as a useful citizen.

HUMAN RELATIONS AT WORK was the subject of a one-day conference held at the University of Wisconsin April 24 by the Industrial Management Institute. On March 2 the Institute had a one-day conference for training managers. The subject was "Developing Good Communications in an Organization." The conference leader was Martin S. Firth, who is at present concerned with organization and management development in R. R. Donnelley and Sons. Discussed were such subjects as what is good communication, what part can group training play in developing good communications, how to use group development techniques, and what do we need to build into an organization for good communication.

PERSONNEL WOMEN held its fourth annual conference April 28-May 1 in New York. Julius J. Manson, district director of the New York State Board of Mediation, put on a demonstration, with audience participation, of labor arbitration. A panel discussion was featured at another session. The topic was relations between industry and the high school and college placement bureaus. At the final dinner meeting Dr. Lillian Gilbreth keynoted the program for the year ahead.

PERSONNEL ADMINISTRATION AND MANAGERIAL DEVELOPMENT will be discussed at the seventh annual summer conference conducted by the Industrial Relations Section of the California Institute of Technology at Pasadena. Supervision of engineering, scientific, and technical employees, management and supervision of office personnel are scheduled for June 20th through June 25th. Selecting and appraising employees, wage and salary administration, come up June 27th through July 2nd. Conference leaders include Dr. Gilbert Brighthouse, chairman, department of psychology, Occidental College; L. Clayton Hill, professor of industrial relations, University of Michigan; Jay L. Otis, director of the research and service center, Western Reserve University; Paul Pigors, associate professor of industrial relations, Massachusetts Institute of Technology, and Robert D. Gray, professor of economics and industrial relations, and director, industrial relations section, California Institute of Technology.

GRIEVANCE PROCEDURE was the subject of a conference on labor-management arbitration held in February at the school of law, University of Southern California. It was sponsored by the University of Southern California, California Institute of Technology, the American Arbitration Association, in cooperation with the Los Angeles Central Labor Council, the Greater Los Angeles C.I.O. Council, the Los Angeles Bar Association, and the Personnel and Industrial Relations Association. The arbitration proceeding was described by Robert Kingsley, dean, school of law, University of Southern California. James P. Mitchell, secretary of labor gave the address at the luncheon.

INDUSTRIAL MEDICINE IS THE SUBJECT of a symposium to be conducted at the University of Oklahoma School of Medicine May 20-21 in Oklahoma City. The program is one of several activities spearheading the inclusion of industrial medicine in the curriculum of the school. The meeting repre-

sents an effort toward bringing together industry, medicine, law, safety engineering and industrial relations for joint discussions of topics pertinent to these groups. Among the speakers are: Dr. Earl D. McBride, Oklahoma City; W. H. Seymour, vice president of the Liberty Mutual Insurance Company, Boston; Dr. Stewart G. Wolf Jr., Oklahoma City; Dr. Kieffer Davis, Bartlesville, Oklahoma, and Dr. Jean S. Felton, Oklahoma City.

FORUMS, CONFERENCES AND WORKSHOPS are conducted by the management center at Marquette University, Milwaukee, Wisconsin. A human relations conference for supervisors was held February 15-19. Professor G. Nadler, Washington University, St. Louis, addressed the production managers forum February 22. At the training directors forum, March 2, supervisory and middle management training was described by Arthur M. Doty, director, education and training, Aluminum Corporation of America, Pittsburgh.

Appointments and Promotions

RICHARD P. BROWN has joined General Foods as manager of field services in the company's personnel administration department. The announcement was made by Samuel L. H. Burk, director of personnel administration. Mr. Brown's activities will include personnel and industrial relations work. Mr. Brown was most recently associated with Dresser Industries, Inc., Dallas, Texas, as director of personnel, and with Clark Brothers, a subsidiary, as assistant to the president. Prior to that he held positions with the U. S. Steel Company and the Pennsylvania Railroad. Mr. Brown graduated from Lafayette College with a B.S. degree. He is a member of the Society for the Advancement of Management, the American Institute of Management, and the American Arbitration Society.

DR. DWAYNE ORTON has been appointed editor of Think Magazine and IBM educational consultant by the International Business Machines Corporation. Dr. Orton is a graduate of the University of Redlands, with a Master's degree from the College of the Pacific. He taught at Baylor College and the College of the Pacific before becoming Dean of the General College at Pacific and then going on to the Presidency of Stockton College, which he organized and served for six years. He holds honorary degrees from the University of Redlands, Tusculum College, and St. Lawrence University, which recognized his "breaking new trails and shaping new trends in educative fields." Dr. Orton was the first professional educator to be named director of education at IBM. During his tenure the various IBM schools have been knit closely

into a consistent and comprehensive pattern. Since 1942 course enrollments have increased from 42,427 to 74,404 in 1952; many developments in visual education, educational research and testing, functional instruction in machine and engineering education have been instituted; management development study programs, and Master's degree curricula in advanced engineering education have been established.

THE ELECTRIC STORAGE BATTERY COMPANY, Philadelphia, appointed three executives to industrial relations posts recently. R. E. Wright, director of industrial relations, has announced that Thomas A. Golden, a native Philadelphian and former manager of Exide's Chicago plant, has been made industrial relations director in charge of Philadelphia operations. In his new position he will be responsible for personnel at the firm's two Philadelphia manufacturing plants. Golden joined Exide in 1918 and his appointment as Chicago personnel manager in 1947 followed other positions of increasing responsibility. Charles R. Riley, Philadelphia safety director since 1945, has been selected to replace Golden as Chicago personnel manager. William M. Pallies has been appointed Philadelphia safety director. Formerly he was director

of the company's industrial hygiene program.

THE AMERICAN MANAGEMENT ASSOCIATION has announced the appointment of John E. Binns as director of public relations and executive assistant and of James M. Black to succeed him as manager of the personnel division. Mr. Binns' new position was created because of the growing responsibilities and demands upon the top officials of the 17,000-member educational business association in matters involving membership relations and public relations. Mr. Binns came to the A.M.A. from Jefferson Chemical Company, Inc., where he was manager of industrial and public relations. He also taught personnel relations at Temple University and worked on employee attitude surveys and supervisory training for the consulting firm of Management Evaluation Services, Inc. Other positions he has held include those of employment manager for Campbell Soup Company and personnel manager of May's Landing Water Power Company. As personnel division manager Mr. Black will be responsible for program planning of the association's conferences and seminars in the personnel field. For the past five years he has been director of public relations for the Associated Industries of Cleveland.

What's New in Publications

WHAT HAPPENS WHEN YOU'RE OUT OF WORK during a period of prosperity? Joseph W. Garbarino attempts to answer this question in *The Unemployed Worker During a period of "Full" Employment*, put out by the Institute of Industrial Relations, University of California. The pamphlet is a reprint from a source book on unemployment insurance in California. The print is very fine indeed, and the footnotes and charts frequent. The author concludes that "In the absence of compulsion, the problem of

eliminating unemployment is not entirely one of assuring an adequate level of aggregate demand but must include positive procedures involving the manipulation of social attitudes and the provision of training opportunities for considerable segments of the labor force." The dial of a readability meter, if there were such a device, would no doubt register a protest to this pamphlet, but the stuff is there and the information is worthwhile for those of you who like a challenge. The pamphlet is available from

the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

ADVICE ABOUT CAREERS IS GIVEN by Norman Feingold in *How To Choose that Career*. The pamphlet is published by the Bellman Publishing Company, and is one of a series of self-help booklets. Dr. Feingold is executive director, Jewish Vocational Service of Greater Boston. The pamphlet helps youngsters to cope with the problem of military service, and does a very useful job of presenting the positive side of the picture. The student is shown how, by carefully planning his years in the Service, he can help to forward his civilian career. Both military and industrial recruiting officers should be grateful for this publication. It is available from The Bellman Publishing Company, P. O. Box 172, Cambridge 38, Mass., for one dollar.

HOW TO MAKE STEEL is lucidly explained in *The Story of Granite City Steel*, a new pamphlet put out by the Granite City Steel Company, Granite City, Illinois. A brief history is followed by descriptions of the raw materials, the actual steelmaking, the transition to the mills, hot mill rolling and cold mill rolling. Clear diagrams in two colors are accompanied by pictures of the process diagramed. The company products are described and assorted statistics presented. A nice public relations pamphlet.

A CAPSULE COURSE is described in a small leaflet, *Economic Facts of Life Employee Program*, sent out by the American Economic Foundation. A 3-hour film-discussion program is outlined in the leaflet. The course calls for three one-hour periods. The recommended number of participants is about twenty. It is suggested that the leader be of the same work level as the group. Leaders and attendees are on an entirely voluntary basis, and sessions should be held on company time for maximum attendance, says

the leaflet. Motion pictures are used in each session to set forth certain simple facts. Easel-mounted flip-charts are used to stimulate and guide discussion. The first period is on the role of tools and the freedom to use them; the second, on the customer is boss, and the five costs of doing business, the third on who gets our customer's dollar and why? The package includes films, charts, and printed material. The rental charge is \$50.00 for the entire program unit. Further information may be obtained from The American Economic Foundation, 295 Madison Avenue, New York 17, N. Y.

THE USE OF OBJECTIVE TESTS would contribute materially both in the selection and placement of newspapermen, according to a study made on two large midwestern dailies. The study was made by C. Harold Stone and published originally in the fall issue of the *Journalism Quarterly*. It has now been reprinted as a pamphlet by the magazine. Dr. Stone is research associate and associate professor of psychology in the Industrial Relations Center at the University of Minnesota. The study deals with verbal linguistic ability, measures of vocabulary, clerical aptitude, vocational interests, and rating on advertising key. It is available from the *Journalism Quarterly*, University of Minnesota, Minneapolis, Minn.

A LIST OF SPRING BOOKS has been sent out by Columbia University Press, inside an appropriately carefree cover that has wiggly writing on a mauve color. Titles of interest to personnel people include, *Relation of the State to Industrial Action and Economics and Jurisprudence*, a book composed of two essays by Henry Carter Adams; *Job Property Rights*, a study of the job controls of the international typographical union, by Arthur R. Porter, Jr.; and *Industry in the Pacific Northwest and the Location Theory* by Edwin J. Cohn. Further information may be had from the Columbia

University Press, 2970 Broadway, New York 27.

PERIODICALS

WHAT ARE THE OBJECTIVES OF THE PERSONNEL ADMINISTRATOR, asks an article in the February *Foreman's Digest*. Who is he for? What changes in status are facing him, and why? The article, "Personnel Administrator at the Cross-roads" was written by John Post, manager of industrial relations, Continental Oil Company, Houston, Texas. In the article Mr. Post reports on a capsule survey he made in cooperation with AMA to determine how a relatively small sample of chief executives and industrial relations managers appraised the personnel administrative function. According to the survey most chief executives say they maintain an industrial relations department because they recognize that the personnel aspect of business constitutes a very important activity. The industrial relations manager is usually considered a member of the top management who is generally consulted on personnel policy and in the development of company goals. There was a predominate concern for supervisory training and communications. The understanding of the impact of change on behavior is about the most complex and intriguing thing to which the personnel administrator can devote his mind energies, Mr. Post believes. George Brenn is editor of the *Foreman's Digest*. His address is 18 South Dean Street, Englewood, N. J.

PERSONNEL CONFLICT WITH MANAGEMENT is discussed in an article by George C. S. Benson which appears in the January *Public Personnel Review*. Dr. Benson is president of Claremont Men's College. He feels that the policeman view of personnel administration has survived because of original and fundamental conflicts between the civil service and the spoils systems. The article, which is called "The Personnel Man and Management Team" concludes

that the public personnel man can be one of the most important people in helping the government cut expenses. But he can do it only if he will be part of the management team. To do this, he must be realistic; organize his staff on a basis comparable to those he serves; be a leader, not a wall-flower; live with management; minimize clerical activities; and concentrate on building up the quality of service in his jurisdiction. *The Public Personnel Review* is published quarterly by the Civil Service Assembly of the United States and Canada. The editorial offices are at 1313 East 60th St., Chicago 37, Ill. Subscription rates are \$6.50 per year. Kenneth O. Warner and J. J. Donovan are the editors.

THE DUTIES AND TRAINING OF FOREMEN are described in an article by M. Kangan, industrial services division, department of labor and national service. The article was in the December issue of the *Bulletin of Industrial Psychology and Personnel Practice*, which is published in Australia. The article reports on two studies made in engineering establishments—one in the heavy metals industry employing about 500 people, and the other in light engineering employing about 250. Some conclusions that came out of the study are that foremen generally see production as their main objective and to them the pressing problems are those which seem directly to affect production figures. A course on human relations may appear unreal to a foreman when he has constant troubles concerning, say, poor equipment or raw materials. It is further advisable to ensure that senior executives to whom the foremen look for guidance know what the course is about and participate in a follow-up to encourage them to apply newly acquired knowledge, and, perhaps more important, assist them to understand its relevance to particular problems.

Looking Over the Employee Magazines

AMERICAN BRAKE SHOE COMPANY, New York, publishes an attractive 20-page magazine, the *Brake Shoe News*. It is published by the advertising department for the employees. Walter Anderson is the editor. The February issue bears a picture of the new president of the company, Kempton Dunn, on the cover, and also features an article about him. Another article called "Good Neighbors" describes with pictures and text the ways in which the company fits into the economy of more than forty different communities. An amusing double-spread cartoon announces the snafu safety contest with prizes of from five to fifty dollars. Contestants are to study the cartoon and list the number of hazards shown, explaining how to correct them.

CONTINENTAL ILLINOIS BANK gets out a good-looking magazine called *Columns*. S. A. Jackson is the editor. It takes two pages in the middle of the book to picture the 750 persons with service records of 25 years or more who attended a banquet to salute that service. A nice gesture, and it looks like fun. The magazine is devoted exclusively to the activities of employees in the various departments, with appropriate snapshots.

H. P. HOOD AND SONS, INC., a New England dairy company, publishes the *Spotlight*. Dora L. Anderson, manager of employee information and Peggy Lordan form the editorial staff. The magazine is running a series of five articles on the objectives of the company. The first is titled "So This is Hood's" and shows the Hood organization through the eyes of a customer. Four pages of pictures tell the story effectively. A consumer and her family are shown with the Hood products they use during one week, and then are pictured touring the plant. An unusual feature in the January-February *Spotlight* is "Fifteen

Years for the Spotlight" which includes a summary in diary form of subjects spotlighted in the magazine during that time.

PHILADELPHIA GAS WORKS gets out a handsome 36-page magazine, *The P.G.W. News*. E. M. Miller is the editor. It is generously illustrated with photographs. There are news items about the employees and the employees' association, and articles about employees who are doing interesting things in their spare time, like building houses with their own hands. The magazine is also used to communicate official bulletins. A recent one, for instance, is about customer inquiries regarding house heating. The proper procedure for handling such inquiries is given. Descriptions of new company products are also carried. The company also publishes a four-page news sheet for dealers, *The Matchless Merchandiser*. Jack Short is the editor.

PHILCO CORPORATION PLANTS IN PHILADELPHIA and vicinity publish the *Philco News* for employees. J. N. Hunsberger, Jr. is the editor. Mark Lutz is the associate editor. The 12-page magazine is composed largely of photographs of employees and their families. Short news items, rather than longer articles are featured. A notice to newlyweds, for instance, reminds them to add husband or wife to the hospitalization contract. The Philco school plan for increasing skills is described in a recent issue. The company, under this plan, divides the cost of tuition with any of its employees who seek self-improvement after working hours by taking additional school work approved of by the personnel department. When courses are completed students submit their grades to the personnel department and receive partial reimbursement for tuition. Some employees take courses which give credit toward college degrees, while others study subjects related to their work.

GULF OIL CORPORATION AND GULF REFINING COMPANY publish the *Orange Disc* bi-monthly for employees and shareholders. Donald C. White is the editor. The address is Gulf Building, Pittsburgh 30, Pa. The July-August '53 number is composed of a nice variety of articles dealing with events, industries, or processes related to the company product, such as "This Business of Drycleaning," and "The Age of the Flying Machine," and people connected with the company, such as "The Engineer Turned Curator," and "Dartmouth College Honors Its Oil Industry Pioneers." In the same issue there is an informative photoquiz on oil. Departments give headline news about employees in the news, and news of service men. Disclosures gives behind-the-scenes comment on the authors of articles in the magazine, photographs, or other interesting subjects connected with putting the magazine together.

THE READING COMPANY publishes a monthly, the *Reading Railroad Magazine*. Irwin L. Gordon is the editor. The address is Reading Terminal, Philadelphia, Pa. The October issue congratulates the American Can Company on its latest addition, the new plant at Lemoyne, Pa. Two pages of pictures of the plant are carried in the issue. Another picture-story describes the launching of the Lehigh, newest member of the Reading marine fleet. The lead article is by William I. Woodcock, Jr., vice president and general counsel, Reading Company, on developments in railroad law during the past year.

WESTINGHOUSE ELECTRIC CORPORATION puts out something a little different by way of a house organ. *The Service Beacon* is published exclusively for the men who service Westinghouse home appliances. The magazine goes to about 17,000 dealer and distributor service men. The purpose of the publication is to give these men im-

portant service information which has not been published in service manuals, and to encourage them to do a better job of servicing. F. D. Kaiser is the editor, 246 East Fourth St., Mansfield, Ohio. Pertinent cartoons as well as photographs illustrate the magazine. Awards and contests are announced. Typical articles are, "Correct Use is Important for Proper Laundromat Operation," "Westinghouse Testing Program Reduces Transit Damage," and "Out of the Tool Kit." The magazine looks like an indispensable tool for the Westinghouse service men.

POSITIONS WANTED

PERSONNEL DIRECTOR: Desires opportunity in personnel administration or training. Experience in educational and office administration, teaching and research. Doctorate in personnel. Prefer middle west or southwest. Present salary \$7200. Reply Box 280.

PERSONNEL: I have an M.A. and 6 years experience in case-work, testing and psychological consultation. I desire a personnel situation with a human relations emphasis. Write Box 281.

PERSONNEL, SELECTION, EVALUATION, TRAINING, and RESEARCH: 15 years experience in industry and government in U. S. and abroad. Ph.D. in Psychology. Presently employed but available. Reply Box 282.

PERSONNEL RESEARCH PSYCHOLOGIST: Desires position of consulting type possibly with opportunities for overseas assignments. Considerable responsible experience in this country and abroad. Married, no children. Ph.D. Available with one month's notice. Interview or resume on request. Reply Box 283.

HELP WANTED

TRAINING MANAGER: A large international transportation organization desires to add a well qualified man to its training staff. The primary duties of the position are the development and implementation of management training programs. Industrial training experience is required. In addition, line supervisory experience is preferred. Please state full particulars as to experience, academic training and salary expected. Reply Box 276.

POSITIONS WANTED

PERSONNEL ADMINISTRATION-HOSPITAL ADMINISTRATION: Over three years experience as psychologist and personnel officer in general medical hospital. Total five years experience in broad personnel program. M.A. degree in psychology. Age 34. Will relocate. Reply Box 265.

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

INDUSTRIAL RELATIONS: BA, MBA. 2 years labor relations consulting plus some experience as Personnel Manager, Staff Assistant and in training work. Published book and articles on Industrial Relations subjects. Desire position in union relations or wage and salary administration with growing firm. Reply Box 269.

PERSONNEL ADMINISTRATION: A valuable assistant or staff member. 7 years experience in interviewing, testing, counseling, and placement. Stable, progressive employment history. Now doing graduate study in personnel administration. Available in June. Married, one child. Prefer Virginia, North Carolina, or adjacent states. Reply Box 270.

RECREATION DIRECTOR: Available for company-community recreation development. Experience in all phases of employee, community, and youth leisure time activities; with organizational, administrative, and supervisory abilities. M.S.W. degree in Group Work and Recreation. Age 37, married. Resume at your request. Reply Box 271.

INDUSTRIAL RELATIONS, PLANT OR CENTRAL STAFF: 5 years diversified plant and central experience with one medium size national manufacturer. Education-Training, labor relations, safety, employment, benefit plans, etc. Writing ability. Adaptable and mature. B.A., Yale. I.R. Graduate Work.

Married. Seek flexible assignment with medium size concern. Living near New York City. Will relocate near other metropolitan areas. Reply Box 272.

INDUSTRIAL RELATIONS. Staff level experience as Personnel Administrator in Electronics Industry. Prior training and experience in all phases of Federal and State Labor Law administration. Age 33, IR Degree. Prefer West Coast where currently employed. Reply Box 273.

PENSION & WELFARE PLAN ADMINISTRATOR: Interested in position as assistant to busy executive in charge of pension and welfare activities. 15 years experience with pension and welfare plans derived from employment with Social Security Administration and leading life insurance company. B.S. and M.B.A. from Wharton School; majored in industrial relations and industrial management. Age 37, veteran, married, two children. Present salary \$7,000. Reply Box 274.

INDUSTRIAL RELATIONS OR PERSONNEL ASSISTANT: 2 years experience as industrial engineer, 2 years experience in personnel research, M.A. degree in industrial and labor relations desires position with good future. Salary \$5,000. Reply Box 275.

PERSONNEL-INDUSTRIAL RELATIONS: Young practical executive and Personnel Psychologist with 4 years of responsible Industrial Relations and Consulting experience seeks new challenge. Education: B.A. Personnel Administration, Psychology; M.A. Labor Relations: Ph.D. candidate in Industrial Psychology. Proven record of accomplishments. Resume available on request. Reply Box 277.

OFFERING: Experience, Education, Stick-to-itiveness, Potential. Presently employed as Assistant Personnel Manager responsible for recruitment, placement, minor grievances, employee relations, counseling, job evaluation, etc. Seeking permanent connection with challenge, opportunity to serve, learn and develop as the primary elements. 30 years, BA Psychology, Personnel Administration. Metropolitan New York-New Jersey area. Reply Box 278.

INDUSTRIAL RELATIONS: Capable of Assuming Manager's Duties for Small or Medium-Sized single plant manufacturer. Would also consider key staff position. 4 years experience all phases both large and small employers. Manager 2½ years for metal fabricator, 450 employees. Age 28, I.R. Degree. Reply Box 279.

PERSONNEL MANAGER AVAILABLE: Because of a change in our organizational structure, we have available a personnel manager whom we highly recommend. Experience in Labor Relations (including contract writing and contract negotiations), Wage and Salary Administration, Job Evaluation, Merit Rating, and setting up and supervising Personnel Department. Mature judgment, exceptional intelligence, keen perception of human relations, and unusual capacity for work. Contact the COMPTROLLER, CHICAGO CARDBOARD COMPANY, 1240 N. Homan Ave., Chicago 51, Illinois. EVerglade 4-3700.

See other ads on pages 16 and 39.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 2

Contents for June, 1954

<i>Conference Calendar</i>	42
<i>Editor to Reader</i>	43
<i>Articles</i>	
How to "Sell" Your Personnel Program	Charles A. McKeand 46
Rotational Role Playing Used to Develop Executives	B. J. Speroff 49
Planning Ahead for Retirement	Lee Laird 51
The Personnel Function of a Company Library	John Hennig 55
Some Notes on Talking	David C. Spooner, Jr. 59
Three Ways to Humanize Your Handling of Workers ..	Richard A. Enion 62
<i>Just Looking, Thank You</i>	63
<i>Books Reviewed</i>	65
<i>Personnel Research</i>	Reviewed by Margaret W. Moore, Ph.D. 69
<i>Across the Editor's Desk</i>	
With the Local Personnel Associations	Gleanings by Dorothy Bonnell 70
Attending the Conferences, Courses and Workshops	73
What's New in Publications	75
Looking Over the Employee Magazines	77
<i>About the Authors</i>	54
<i>Help Wanted and Situations Wanted</i>	80

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

JUNE

- 20-25 Pasadena, Calif.
- 27-July 2 *California Institute of Technology*. Seventh Annual Summer Conferences on Personnel Administration & Managerial Development. Industrial Relations Section, California Institute of Technology, Pasadena, Calif.
- 28-30 Ann Arbor, Michigan
University of Michigan. Seventh Annual Conference on Aging. Dr. Wilma Donahue, Chairman, Division of Gerontology, 1510 Rackham Bldg., Ann Arbor, Michigan.

JULY

- 21-24 Silver Bay-On-Lake-George, New York
Silver Bay Conference on Human Relations in Industry. 36th Annual Session. Mr. Edward C. Brehmer, Chairman, c/o The Texas Company, 135 E. 42nd Street, New York, N. Y.

AUGUST

- 15-19 Berkeley, Calif. International House, Univ. California.
College and University Personnel Assn. Annual Conference. Donald E. Dickason, Exec. Secretary, 809 South Wright St., Champaign, Ill.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

LOTS OF PEOPLE READ PERSONNEL JOURNAL articles besides our regular subscribers. Many of you are acquainted with "Notes and Quotes", mailed to friends of the Connecticut General Life Insurance Company of Hartford without charge. "Notes and Quotes", as the name implies, prints abstracts of articles of interest to personnel, industrial relations and labor relations people and in most instances agrees to furnish, upon request, a full reprint of the abstracted article.

In this way, many of our authors attain an audience beyond the limits of our own subscription lists. Recently Miss Tina Van Deusen, editor of "Notes and Quotes", wrote us that they had had many requests for reprints. "There were 1292 separate requests for reprints of the article by Daniel Krakauer, 'Now We Know What Our People Want', which appeared in our December issue and we had 900 separate requests for the article 'Employee Written Publication Talks Up to Management' which appeared in our February issue".

She goes on to say, "But the high-water mark for popularity goes to Chris Argyris, author of 'Some Characteristics of Successful Executives' which appeared in Personnel Journal for June, 1953. There were 1709 separate requests for reprints of this article—which shows, if nothing else, that executive problems are the hottest problems in industry today.

Our congratulations to Miss Van Deusen and the Connecticut General Life Insurance Company for the good job they are doing in the personnel field—and for widening Personnel Journal's audience.

PHILOSOPHY OF TRAINING—One of the most effective uses which can be made of committees is to take the heat off executives in tough situations. If a committee is called on to review and make recommendations on a difficult problem the executive

action which issues from that recommendation is tagged on the committee and not on the individual executive.

UNDER THE HEADING OF "LABOR", *Business Week* magazine for March 27 carries an interesting story with the title "States Swing More Weight". It points out that the Washington policy is aiding a ground swell movement which is pushing labor legislation and labor policy back to the 48 states. Union leaders do not like it because, for one thing, there is promise of more activity in state legislatures limiting union activities that create state emergencies. There is also pressure that states retain the right to enact and enforce laws that do not take away any rights guaranteed workers and employers under the Taft-Hartley Act. "Right to Work" laws covering intra-state disputes are the case in point. Mississippi has adopted such a law—the 15th state to do so.

GETTING ALONG WITH PEOPLE is very greatly a matter of knowing them and understanding their problems and desires. Employee relations, like any other human relationship, must meet this test. Senator Walter Foster Bennett of Utah recently told a story of a manufacturing executive who was so busy producing and selling his product that he was not aware that any of his workers were discontented. One day a great many union badges suddenly appeared in one of the larger departments and the president's attention was promptly obtained. When he asked the boys what it was all about, a spokesman replied, "We couldn't get to you to correct a bad situation in our department, so we decided we had to scare you nearly to death." It is hardly necessary to say that prompt measures were taken and life resumed its normal, even tenor.

COMPANIES WHOSE OPERATIONS ARE WIDELY SCATTERED always find it difficult to keep personnel activities in step in the different offices. Many companies have little opportunity to do anything to improve the situation but Omar, Inc. of Nebraska is not in that class. On March 22 and 23, a personnel conference was held at the home office in Omaha under the leadership of J. B. Fagot, director of industrial and public relations. The 2-day program was worked out in detail with a published program. Provision was made for participation by regional personnel managers and their staffs in the form of round table discussions and individual presentations.

The first morning was devoted to a variety of topics. Public relations and labor were the two topics for the afternoon. All of Tuesday morning was devoted to the important subject of training, while the afternoon session covered a variety of steps including employment, interviewing, performance review, etc.

An interesting innovation was a list of four items under the heading "things to remember to bring with you" with a series of 11 questions on personnel practices prevailing in each region listed under the 4th item.

Omar, Inc. has 4,000 employees manufacturing bakery products.

WISDOM IS NOT THE EXCLUSIVE PREROGATIVE OF THE INTELLECTUAL. It is found in every walk and level of life. I was struck recently by the colorful personality revealed through an interview which appeared in the New York Times. It described the work of W. C. Handy, now 80 years of age, who is credited with being "the father of blues". He is one of the outstanding early performers of a type of music that was popular 40 to 50 years ago and which is coming back into public favor. Mr. Handy, whose favorite instrument is the trumpet, summarized his life's philosophy in talking to a group of school children by saying,

"Life is something like this trumpet. If you don't put anything in it, you don't get anything out."

THE CHIEF OBSTACLE MOST OF US ENCOUNTER in our anxiety to achieve success is, oddly enough, ourselves. The psychologists have a word for self-understanding, the quality which one must possess in any realistic attempt to succeed; they call it "insight". Insight is of two kinds, but they are so closely related that they are essentially the same thing. One is the ability to understand other people and the other is the ability to see one's self in proper perspective. Robert Burns expressed this with fewer words and more pungency than anyone else; "O wad some Power the giftie gie us, to see oursels as ithers see us!"

Sometimes a person's perspective is so badly jarred that he comes to feel that, as the old drill sergeant put it, "Everybody's out of step but Bill". The psychiatrists have a name for this state of mind. They call it the "paranoid personality". The paranoic, of course, is one manifestation of the split personality—the schizophrenic; a person who no longer sees life as it really is, especially in relation to himself.

I am not recommending that you commence the amateur practice of psychiatry on your friends, but beware of a state of mind, in yourself as in others, which finds everyone out of step but yourself.

KATHLEEN DEMERS PICKED UP AN IDEA from these pages which she turned into a cartoon for her house organ. Mrs. Demers, who edits the SGI Opener for the Saskatchewan Government Insurance Office of Regina, says, "Working with your nose to the grindstone, your ear to the ground, your eye on the ball, as mentioned in the February issue, certainly is a feat!" She

added "shoulder to the wheel" and had a cartoon made up for her April issue.

NATHAN A. BAILY, Chairman of the Department of Business Administration, The American University, Washington, D. C., writes to thank us for adding to the university's problems! In our November issue was an item saying that the university was inviting companies to send in personnel problems which could be used for case study material. Mr. Baily writes, "You will be interested . . . that we received a number of problems from firms throughout the country The companies were highly commendatory about the recommendations of our students."

NOT LONG AGO THE DETROIT NEWS told about a study undertaken by the University of Michigan Research Center. It is being financed by the Rockefeller Foundation and is part of a plan to learn the principles guiding organized effort of many kinds. Emphasis will be on finding why workers join unions, how active they are in their membership, and what they think of their employers.

Robert L. Kahn, director of the Center's human relations program says, "We have studied industrial and government organizations a good deal, and professional groups a little, but unions almost not at all. We know very little about them, actually. We know a great deal about their concern with wages and hours, their contracts and general negotiations with management. But how much do we know about the members' involvement, their motivations in joining and participating, their satisfactions or psychological return, their perception of the company? It's time that social scientists went to work on these questions."

The results of this study will find an eager audience.

MONSANTO CHEMICAL COMPANY's "EXEC-CHART", reproduced in our February issue, was "thoroughly enjoyed" by George S. Speer, director of the Illinois Institute of Technology, Chicago. I'm still uncertain just how to take his statement that "as much as anything else, I think, I enjoyed the fact that you were willing to print it, since it has long been my contention that our journals tend to be too stuffy." I don't know whether to say "ouch!" or "thanks".

As a further contribution to our non-stuffiness (we hope), Mr. Speer sent along a "Convention Activity Rating" sheet which he says he has been using a long time to amuse himself and friends. Spaces are provided for yes or no answers to such questions as, "Do you attend meetings for the purpose of disagreeing with the other experts in the field?", "Do you remember the jokes you hear better than the formal papers?" and "Do you select a table near the door at the annual banquet, so that you can leave before the speeches start?".

To our mind, the "Interpretation" of the score is the most amusing part of the rating sheet. For one range of scores the interpretation is, "You really know how to live!" For other scores: "You should not attend a convention on an expense account"; "Better make arrangements with a friend to tell you what happens, in case the boss should ask"; "You are probably writing a textbook"; "Why not quit trying to run everything, and give the younger people a chance?"; "You are too old to be traveling to conventions".

Ned Hay

How to "Sell" Your Personnel Program

By CHARLES A. McKEAND
Director of Employee Relations
Merchants and Manufacturers Association
Los Angeles

"IF I COULD just sell my boss . . ." is a remark often made by personnel men as they pick up their papers and leave a meeting or conference on personnel administration. This or similar often-repeated remarks have caused me to look closely at some of the personnel and industrial relations men I have known. My conclusion is that very few personnel men know how to sell. They have lost sight of their real function in our present-day dynamic business structure. Too many have become paper-work and procedures fuss-budgets.

Tom Spates, the dean of all personnel men, now at Yale, laid part of the foundation when he said that management's real job was "working with people at the places where they work". I'll add some more and describe the function of management as "directing the activities of people at the places where they work, in making or selling an article, or rendering a service *at a profit*." Note I have added *at a profit*.

Personnel men are staff members of management. Their job is to assist in making a profit, not just finding a warm body to place in front of a job. If the personnel director will approach each particular activity with the determination that it must assist in making a profit, he should have no trouble in "selling the boss". I can hear some "brow-wrinkled" personnel man saying "Oh, yeah! Where's the profit on wrestling with this grievance procedure?" My answer to that *poor salesman* would be "Have you ever studied the cost

The boss will buy a personnel program if you can show him that it contributes directly to worth-while profits. The author cites specific examples of programs that more than repaid their whole cost.

of grievances, their frequency, and found the particular corner of the shop where they come from? If you did, you would see a way to make a profit".

The goal of personnel administration is to help create proper attitudes on the part of every one in the organization. Proper attitudes stimulate "activities of people" in making or selling the article or rendering the service. Every company has a personality. You "feel" it when you cross the threshold of the reception room. To a large extent it reflects the success or failure of the personnel administration through the attitudes of the people you meet and deal with.

BUDGET PROVES VALUABLE

Let's get down to practicalities. How about a budget? Your advertising department has one. Your sales department has a goal. Production certainly has a budget. As a basis for proving your worth as a profit maker and as an assist in *selling the boss*, your department should have a budget. Figures are available both as to the number of persons in the department per one hun-

dred on the company payroll, and the average annual cost per employee. The last available figure of \$62.20 breaks down to an average of about *three cents per hour per employee* on the total payroll.

Let's start with that figure. A company going along with the industry to avoid difficulties, or just drifting with the tide, often gives several times three cents in negotiations to cover wage increases as well as more benefits. Yet when times get tight and the boss looks for places to cut, he slices part or all of three cents from under the personnel administration because he thinks it a luxury. Clearly the personnel director has not done *three cents worth* of selling.

THE DEAD-END OF PAPER WORK

The plant tools up for production. Research is carried on for new items to make and sell. As new items are perfected there is retooling. Obsolete equipment is replaced. Modern machines are purchased to lower production or service costs. New facilities are provided so that a better service may be rendered. In all of this the line never loses sight of the important factor of profit. Personnel administrators also have tools. They also have the benefit of research and development. The difference is that they get into a dead-end of procedures, forms, charts, diagrams and rationalizations. Seldom, if ever, do they check through for the profit.

There is the example of the boss who said he wanted the best people for the job that could be obtained. The personnel department took him literally. Through the use of psychological tests they selected "prime beef" for a monotonous production line. A terrific turnover resulted. The personnel director got the best people but for the wrong job. Where was the profit?

This article is not to decry the new and wonderful tools constantly being devised for personnel administration. Just

as in production, however, they must prove their worth in profit. There isn't a procedure in general practice, from initial interview to termination interview, that can't be tied into profit. But to tie it in we must keep our end result in mind—the attitudes of the people at the places where they work.

WAYS TO MEASURE PROFIT

Consider the yardstick by which we may measure our effectiveness. Turnover is something that is measurable. A survey in the Los Angeles area indicates that the average turnover figure is in the neighborhood of \$200 per employee. A company with 500 employees, based on the current community turnover average for all manufacturing, would experience a loss of approximately \$100,000 per year. This means an added burden of 10¢ per hour. The personnel budget for a company of this size would be approximately \$35,000. If, through the proper use of personnel tools, the turnover were cut twenty-five percent, a good portion of the department's budget would be saved, and we haven't started to figure the profit to be gained from stability of employment and improved production.

It is axiomatic that proper training in accident prevention cuts compensation insurance costs. It is a function of personnel to assist and see to it that supervision does a good job in weaving accident prevention in with initial job training. There is also the constant re-application of the principle that a safe worker is a good worker. Any statistical clerk in the personnel department can quickly prove the savings made by the department, if the accident frequency has declined. Many companies can prove that the savings in this work alone has more than carried the personnel department budget.

Grievances are human reactions, and with us always. Experience proves that 95% can be settled at the point of origin,

particularly if personnel has done a good job with supervision, so that it created the proper climate within the department. Keep a record of where grievances come from, the time lost in committee meetings and arbitrations. A study in one company showed that in one year 103 grievances cost \$7,985, an average of \$77 plus. By intelligent coaching of supervision the grievances were cut to thirteen the next year, and for the past three a grievance has never been carried beyond the immediate supervisor. This company deals with seven unions. The personnel director here has had no trouble in "selling his boss".

REDUCING ABSENTEEISM PAYS

What do we do about absenteeism? The best figures available in the Los Angeles area show a monthly average of 6.5% for women and 3.2% for men. A study in another locality indicates that for every percent of absenteeism there is a resultant two and one-half percent reduction in production. Here again personnel can go to work with supervision, help create proper attitudes by good person-to-person communication. Companies have met and dealt with this problem, but it wasn't done with dead-end paper work.

In California, unemployment insurance is paid by the employer. If he properly follows all claims against his account he has the possibility of a lower tax because of the merit rating system that is applied. There are companies in the State, large ones among them, that operate on a zero merit rating, the savings more than paying the entire cost of personnel administration. The same can happen in other states with merit provisions.

The records of savings in scrap, waste, increased production, the soundness of the suggestions that come through the sug-

gestion system, and many other measurables are available to prove the dollars and cents value of personnel administration.

A recent publication of the British Information Service summarized the reports of sixty production teams that visited the United States after the second World War under the auspices of the Marshall Plan. The purpose was to determine the measures that could be taken to improve production in British Industry. The author states that there were three major conclusions. One was that in the United States there was *outstanding management*. The comment was that the British could have good management too if they would break away from hide-bound tradition. Second, in the U. S. we get more production per machine hour. In England they could increase production if the unions could be educated to co-operate. Third, and most important, here the teams found within the places of production an atmosphere, a climate, that was probably impossible to attain in England.

OBJECTIVE ANALYSIS CALLED FOR

Atmosphere! Climate! What tremendous vistas those words open before us. To a personnel man who feels that he is getting nowhere, that he cannot sell his program, that he is submerged in paper work: take a stroll through the shop, get the feel of the situation, then lock yourself in and take an objective look at yourself and your work. Go back in your self-appraisal to the fundamental stated at the beginning. "The real function of management is directing the activities of people at the places where they work, in making or selling an article, or rendering a service at a *profit*". Use your tools effectively in creating proper attitudes. Watch the climate improve. Then you can "sell your boss" *three cents worth* plus.

Rotational Role Playing Used to Develop Executives

By B. J. SPEROFF
Industrial Relations Center, University of Chicago

ONE of the more important executive training methods has been job rotation. Selected people are shunted from department to department over a period of time, absorbing as much general knowledge and specific job information as possible before being assigned "permanently" to a particular job.

Role playing is another important training device. It has proved effective in bringing about a better understanding of the activities and problems of others.

This paper is to outline a method whereby a modified sort of job rotation can be combined to good effect with a rather unusual kind of role playing. The combination method helps develop high-level executive talent without disturbing normal departmental operations or requiring anyone to move about from job to job. Here is how the method works:

Key executives are selected to participate in the program, which may vary from one year to five or more in duration. The needs of the organization determine not only the length of the program, but also the number of people who will participate.

Program participants are expected to continue running their own departments or jobs while learning about the operations and problems of other parts of the organization. The vice president in charge of production, for example, might turn over some of his more detailed duties to a subordinate, who will thus be receiving training in how to cope with increased duties. Then this production vice president will have the

The author describes an executive training program which produces many of the advantages of job rotation, without running the risk of disturbing the organization by having too much moving about of executives. Especially if your company is centered almost entirely in a single area, you may be able to use the method profitably.

time to study the work of the sales vice president.

Now the vice presidents exchange—not jobs, actually—but roles. In the same way other participants in the program exchange roles with one another, the director of personnel with the director of research and so on. Taking the vice president of production as an example, he is given a sales problem. This may be a made-up problem, or it may be a real problem, possibly even a current one. He is given all the pertinent information that Sales may possess. He may, acting out his role, talk to various sales personnel; he may sit in on sales conferences, and he may otherwise conduct himself to accumulate as much understanding as he possibly can. He should be allowed at least a week, preferably two, to assimilate and get acquainted with his role-playing problem.

While the V.P. of Production is learning about his Sales role and resolving his specific problem, the Sales V.P. is similarly

engaged in his role of vice president of production. He is acquainting himself with the problem which he in turn is to present by playing a role. At the same time, while these two people are concerned with assuming one another's roles, they still run their own departments.

REAL-LIFE PROBLEMS BEST

With regard to specific problems about which roles are constructed, the best problems are those which, as in our example, concern both participants in real life. For example, a sales problem involving some phase of production and, conversely, a production problem related to sales. A problem of this type would prove more stimulating and give both players a better understanding of the interdependency of one department with the other. An overall view of the working of the organization is a first step in developing executive capacities.

At an appointed time—say a week or two weeks after the roles have been assumed—the Production and Sales V.P.'s will meet in a conference room with a group of both sales and production people. The two "players" will then play out the role scene. The players will play the scene without interference, whether it takes only a few minutes or an hour or more. At the conclusion of the scene there will be a critique in which all take part.

First, the two V.P.'s will critically evaluate their own performance. Each of the players will appraise his own shortcomings, his good points, his attitudes, his feelings, his sense of unfamiliarity with the role, and so on. A chartpad may be used to list such remarks in order to compare them. You may like, also, to check on how the actors' opinions of their own performances compares with the others' opinions.

Following this self-appraisal by each player, each V.P. will then criticize the other with regard to his understanding of

the problem and his handling of it. Finally, the audience will be invited to criticize and evaluate the role scene and the performances of the players.

EACH MEMBER PLAYS OTHER ROLES

Other role-playing sessions are set up as at first. A new problem is presented to each role-player and the process repeats itself. Thus, in our example, the V.P. of Sales and the V.P. of Production will play "opposite" each other for approximately six months, about 12 to 24 times, depending on whether a week or two weeks is allowed for the players to get acquainted with the role and the problems. During this period both individuals will have gained an understanding not only of one another's jobs but also of the overall problems and relationships of the two departments in the organization. Likewise, as we have mentioned before, subordinates will have had the opportunity to become better acquainted with some of the duties and problems of their superiors, and how to cope with them.

After completion of the initial role-playing cycle, the V.P. of Production may exchange roles with the Traffic Manager, for example. These two people then follow the outlined procedure. This job-rotation through role-playing continues until each member of the program has undertaken the various roles.

Among advantages are: (1) executive talent and potential can be developed within the organization without having to borrow or hire away executives from other organizations, (2) junior executives can be developed more realistically by their seniors, (3) the program is inexpensive, and (4) these rotational role-playing sessions give clues as to which individuals have a firmer grasp of the organization's problems. In the end, each individual's skill indicates his ability to take on other job assignments.

Planning Ahead for Retirement

By LEE LAIRD

Manager, Benefits Division, Personnel Department
Standard Oil Company of California

STANDARD Oil Company of California has for many years pursued a policy of normal retirement at age 65. For that reason, a program looking to the welfare of employees after retirement has always been an integral part of personnel department activities.

Prior to 1952, this program, administered largely by the Benefits Division of the personnel department, was concerned primarily with preserving the financial security of the employees. The medical department was interested in their health.

On the financial side, our communications to employees about retirement included the following:

1. First—an attractively printed booklet describing our annuity plan after 10 months service.
2. A year later, a statement telling him how many dollars he has contributed to the plan, and a like one each year thereafter.
3. After 10 years, an annual statement showing both his contributions and his total annuity credit accumulated to date. From this statement he can project his annuity to retirement if he wishes to do so.
4. At any time, an employee may consult his supervisor or a personnel representative to discuss his annuity or other benefit plans.
5. An employee, after 20 years of service, may write in for an estimate of annuity on any basis requested.
6. One year before normal retirement date, the employee receives a letter in complete detail about his annuity, life insurance, and hospital and medical plans available to him after retirement. At that time he also has a personal interview and discussion with his supervisor or personnel representative.
7. At retirement date, he receives a personal letter from his department executive

In spite of mounting interest in retirement, the number of companies offering pre-retirement counseling is still very small. The program described in this article starts, for each employee, ten years before his retirement, thus spurring him to begin planning far enough ahead to be really helpful.

giving him in complete detail all the facts about his annuity and other benefits.

On the health side, the employee has a medical examination every other year up to age 40; after that, a yearly examination. Particularly after about age 55, our doctors point out desirable health objectives for older people such as weight reduction, moderation in exercise, etc.

That was our program until 1952, and while it was of definite help, our studies, started in 1950, showed that other problems were not being covered. Although there has been mounting interest in this subject, the number of companies offering preretirement counseling programs is still very small. A survey of 2100 members of the Sales Executives Club of New York showed that only 13 per cent of the companies represented had done anything to help prepare their older workers for their retirement—although 94 per cent of the companies believed that something should be done. (From "Industry and Its Older Employees" by Wilma Donahue, a paper presented at Hillyer College, Hartford, Conn., in 1952.)

During 1950 and 1951 several large Eastern companies introduced programs designed to prepare employees for retirement. These were all experimental. A few took the form of group counseling, others a series of pamphlets available to employees, others, individual counseling. We talked to some of the administrators of these programs in the East. None of them seemed to fit our requirements, so we decided to develop our own.

HOW THE PROGRAM WAS DEVELOPED

Standard wanted its plan to be: (1) *Company-wide*; (2) *Flexible* so that it could be used by an employee in an isolated area or by a group of employees in a concentrated area; (3) *Promptly available* to all employees age 55 (men) or 50 (women)—so they may initiate planning sufficiently ahead of time to be effective.

After a thorough study of available material, the Benefits Division prepared a series of four letters devoted to the various phases of "Planning Ahead for Retirement". To these letters were attached forms, folders, reprints, and pamphlets on pertinent topics. A loose-leaf binder also was given to employees in which to place this material as received.

Before this program was made available to employees, approximately 500 retirement advisers were appointed among supervisors throughout the company and a special handbook was published to assist them with their counseling activities.

The material was carefully reviewed by departmental representatives. It was also distributed to a cross section of our annuitants and employees nearing retirement age with a questionnaire designed to obtain the benefit of their experience and thinking.

Nearly all of those who replied commended the program and recommended it as a step in the right direction. Many offered constructive suggestions for improving

the program and a number of these suggestions were incorporated in our material.

Each of these letters contains several attachments consisting of pamphlets or reprints designed to help the employee in planning ahead for his retirement. The titles of these four letters indicate their subject matter.

Letter #1—"What It's All About—Recognizing the Need for Planning Ahead"

This is a letter of explanation and indoctrination. It gives a thumbnail sketch of the program and discusses the contents of the letters which are to come. It stresses the importance of planning ahead for retirement and urges employees to give this matter serious consideration. To this letter are attached: (1) *When You Grow Older*, Public Affairs Pamphlet No. 131. (2) *Looking Forward to the Later Years*, Public Health Publication No. 116, Federal Security Agency.

Letter #2—"Your Health—How You're Going to Feel"

This letter is devoted to the subject of health as we grow older. It discusses the aging process and presents six guide posts to a longer life. These are: (1) Periodic physical examinations, (2) Good mental attitudes, (3) Proper diet, (4) Sufficient sleep, (5) Moderate exercise, (6) Accident prevention.

Attached to this letter are the following: (1) *The Promise of Geriatrics*, American Medical Association, (2) *Safe at Home*, National Safety Council, (3) *Home Safety Check List*, S.F. Chapter of the National Safety Council, (4) *Live Long and Like It*, Public Affairs Pamphlet No. 139.

Letter #3—"Your Money—What You're Going to Live On"

This letter presents some facts and suggestions regarding the financial aspects

of retirement. It discusses such subjects as: (1) Making a budget, (2) Income under Company Plans such as our Improved Annuity Plan and Stock Plan, (3) Life insurance, (4) Social Security benefits, (5) The family's share in planning, (6) Hospital and medical plans, (7) Making a will.

Attached to this letter are the following: (1) Form for estimating monthly annuity, (2) *YOUR Social Security*, Federal Security Agency.

Letter #4—"Your Activities—What You're Going to Do"

In many ways this subject is the most important in planning ahead. This letter gives suggestions on how to utilize spare time both before and after retirement. Major topics discussed are: (1) How to plan activities (2) Where to live (3) How to select a hobby (4) Service to others (5) Social life (6) Educational opportunities.

Attached to this letter are: (1) *Hobby Publications*, Superintendent of Documents, Washington, D. C., (2) *How to Live a Hundred Years . . . Happily*, Monroe Clinic, Wisconsin.

THE RESULTS

In July 1952 the first distribution went out to more than 1300 employees within five years of the normal retirement age of 65 for men and 60 for women. Distribution was made on a local basis and each employee received a personal letter from the local field executive with the material. We feel that this method of distribution is *quite important* as a means of personalizing the program.

The four letters were distributed at monthly intervals and were mailed to employees at their homes, in order that they could read the material at their leisure and discuss it with their families. It was made clear to employees that planning ahead for retirement is a personal matter and that the company could only hope to

stimulate thinking on this subject.

Following the distribution to the first group of employees, a questionnaire was sent to each recipient to ascertain his reaction. Replies to these questionnaires, together with comments from our field offices and from other departments, indicate that this program is being very well received.

Approximately 90 per cent of those employees replying indicated that they felt that this program was of assistance to them in planning ahead for their retirement. Many employees expressed their appreciation for this material and thanked the company for sending it to them. Although nearly all of these replies were complimentary, there were also a few of a less favorable nature. Here are some examples:

REACTION OF THE EMPLOYEES

"This material is practically worthless as far as I am concerned because I am an introvert and, given plenty of books and a few personal contacts, I am happy."

"There is nothing wrong with your letters as far as I can see, but I do not find them offering any new thoughts nor stimulating thinking beyond what I have already done."

"I think it is an excellent program as so few organizations seem to care about their employees once they retire."

"It is an excellent guide in planning for retirement, and very much appreciated. I have loaned this material to younger employees who are studying it."

"The Planning Ahead for Retirement program may prove to be the most helpful thing that our company could do for prospective annuitants. Life might have been extended for some of those who passed away soon after retirement if there had been some way of perpetuating their sense of individual usefulness."

"The whole program is very good. There is something stimulating and worth-while for every type of individual."

"I want to thank you wholeheartedly for the sincere interest you have shown."

"Gratified to feel the company is interested in us after we retire, as well as during our active employment."

"Your making it possible for me to participate in this program is one of the nicest things that has ever happened to me."

"I believe that frequent consultation with the letters and books will be of valuable assistance to me, and I want to thank the committee for sending this important literature."

This is but a small cross section of the hundreds of replies received, and we feel they are very encouraging.

For our 1953 distribution, we added illustrations to the four letters and made a number of minor revisions. We handled the second distribution on a slightly different basis. Instead of automatically sending the material to employees in certain age groups, we sent a return post card with the first letter.

If the employee wished to participate in the program, he had to fill out the card and return it to his supervisor. In this way, we hoped to measure the degree of employee acceptance of this program and also keep it on a purely voluntary basis. Approximately 1,920 employees between the ages of 55-60 (men) and 50-55 (women) were eligible to receive this material. Of this number more than 88 per cent requested that they be included in this program.

In administering the program, the various departments may hold meetings if

there is sufficient demand. Some departments have conducted introductory meetings explaining the program to their eligible employees. A number of meetings on the subject of health have been conducted by company physicians and have been enthusiastically received by those attending.

We recently completed our 1953 distribution. As in the case of the first distribution, we sent a questionnaire with a return envelope with the last letter in the series. Returns so far are incomplete but the response is even more enthusiastic than it was for the first distribution.

Standard plans to make this program available each year to men who have attained age 55 and women age 50 during the preceding year. We also plan to distribute follow-up material to employees as it becomes available and to remind them periodically of the importance of planning ahead for their retirement.

We announced in our employee publication, *The Standard Oiler*, that we would be pleased to send this material to any annuitant who would like to receive it. Although already retired, a substantial number of annuitants have written in requesting these letters and attachments.

About the Authors

Charles A. McKeand (pronounced MacCane) is Director of Employee Relations with the Merchants and Manufacturers Association at Los Angeles. He studied Engineering and Law at the University of Virginia. From 1920 to 1925 he was Assistant to the President of the Seaboard Airline Railway, directing public and industrial relations and industrial development. For 13 years, 1925 to 1938, he was with the Cowham Engineering Company and with The Chemical Foundation as Director of Development. Mr. McKeand joined the Merchants and Manufacturers in 1939.

B. J. Speroff is a research associate at the

Industrial Relations Center, The University of Chicago. He holds degrees from Indiana and Butler Universities and the Illinois Institute of Technology. Mr. Speroff is an associate director of Psychometric Affiliates, test publishers and distributors, and has authored a number of articles dealing with psychological and industrial problems.

Lee Laird has been Manager, Benefits Division, Personnel Department, Standard Oil Company of California, San Francisco, since 1938. Educated at the University of Oklahoma. An

(Continued on page 61)

The Personnel Function of a Company Library

BY JOHN HENNIG, PH.D., Librarian
Electricity Supply Board, Dublin, Ireland

THE most important qualification of the company librarian is an appreciation of the personnel function of the library. He is dealing with books, and those whom he is to serve are engaged in the production of goods, but the transformation of the knowledge stored up in his books into production of goods has to be brought about by human beings—the librarian and his readers. His book-stores are probably not particularly valuable in themselves. Their value depends on their availability, in both the material and intellectual sense.

The principal functions of an industrial library are:

- (1) the building up of a basic stock of text books and reference books,
- (2) the obtaining, collecting, distribution and storing of literature specifically relating to the firm's line or to work in hand, and the co-ordination of literature, on the one hand with the authoritative basic text-books, and on the other hand with other sources of information such as industrial catalogs, correspondence, reports, etc.,
- (3) the procuring, circulation and storing of periodicals,
- (4) the cataloging, indexing, abstracting, digesting of literature in supplementation, for the firm's particular purposes, of existing abstracts or digest publications, the aim being that within this limited field the library has at any moment an up-to-date knowledge of existing literature,
- (5) the storing and keeping available at a moment's notice of both literature ob-

The company librarian is concerned with books and periodicals, not as a scholar or a custodian but as an ally of working people, to make them more effective. This article may open wider horizons to company librarians, and give the personnel director a greater appreciation of what the library can mean to the organization.

tained and literature references collected in a systematic arrangement suited to the particular needs of the firm,

- (6) the carrying out of literature searches either on details or on adjacent problems.

Special literature is usually obtained as required. Requests for such literature either reach the librarian through the departmental heads or are sent to him directly by the worker who wants it, in which case, in most firms, sanction by the respective departmental head has to be obtained. At this point it becomes obvious that, in general, the library should not form part of any particular department (such as Research or Development), as it is to serve all departments equally.

In dealing with special literature requests, the librarian will often be called upon to decide whether the proposed expenditure is justified. He may suggest a way to obtain the required literature by

loan or exchange, in the form of trade publications or from sources already available. On the one hand, he must be anxious to assist even the junior staff in all genuine literature requests pertaining to their work. On the other hand he must not allow the library to favor one particular aspect of the work at the expense of, or out of proportion with, the organization as a whole.

In many industrial organizations, outside the Board-room, the library is the only place where the commercial and the technical really meet. The librarian must overcome the natural, though often misguided, fear of some departments to reveal to other departments what they are doing or planning. He may have to handle confidential information with regard to either outsiders or to other departments. In these respects, mere librarianship and technical knowledge do not help him if he fails to appreciate the requirements of the company as a whole and the inevitable idiosyncrasies of individuals. The fact that it is detached from the practical antagonisms naturally existing in any industrial organization, makes the library the ideal clearing house of essential information.

THE HANDLING OF PERIODICALS

One of the main differences between the ordinary and the industrial library is the higher proportion of periodicals in the latter. Indeed, many company libraries hold, apart from a few reference books, only periodicals. While the annual expenditure on technical periodicals may appear small, a complete run of such periodicals is a formidable undertaking as regards both money and space. The librarian must strike the balance between the permanent needs of his firm, mainly satisfied by a few well-established periodicals in its field, including two or three abstracts periodicals, and the fitful interests arising in the short-lived side-line publications

which are so prevalent in the field of technical publications. Expert knowledge of the history and quality of the periodicals and the present and future demands of the firm is required—combined with unusual foresight and tact.

In circulating periodicals the industrial librarian makes the most intimate contact with those whom he serves. He must constantly be on his guard not to shower literature upon the unfortunate technician and the overworked clerk, but to present these men with essential information in such a way that they can reasonably absorb it. It is my experience that on the whole there is a tendency to take too many periodicals and to circulate them to too many members of the staff, with the result that either circulation must be rushed or is unduly delayed. Many an industrial librarian spends more than half of his time "chasing" periodicals.

CALLS ATTENTION TO VALUABLE ARTICLES

No industrial librarian should be so overworked that he cannot carefully go through each issue before circulation in order to establish whether it contains anything of topical or specific interest to any particular department or staff-member. He should build up an index of such subjects, so that an ever-increasing number of staff-members is given the assurance that, within reasonable limits, all new publications on their special subjects coming to the knowledge of the librarian will be brought to their notice. Circulation lists should be amply annotated with "special attention" notes, or such notes should be sent out separately to draw attention in advance of actual circulation to such items. To put it in a nutshell, the librarian must think with his fellow-workers rather than act only when they think of him.

The librarian must constantly bear in mind that while he serves people who have to do some reading for professional pur-

poses they are not professional readers. Most of them lack the time for reading, some of them the aptitude for literature study. The industrial librarian has not only to hand out literature, but to a certain extent must do the actual reading, and this not for his own information but to help his technical fellow-workers to get to the right information as quickly and directly as possible.

MAGAZINES MUST GET AROUND

Three days per issue and reader is a fair average of what should be permitted in periodicals circulation; if the periodical is required longer, it should first be allowed to complete circulation. In ensuring the flow of periodicals, the librarian can do a considerable amount of good work in promoting mutual understanding and consideration throughout the organization. He can do so best when he succeeds in obliterating his own ambitions. Whether his library works smoothly and efficiently will not be judged by how closely it adheres to a circulation schedule, but by the skill with which the needs of individual readers are combined with the requirements of the organization as a whole. All this applies equally to the priority lists in the lending service of the library. In his modest and circumscribed sphere the librarian can give an example to other departments. He would not be able to carry out his work in a responsible manner if he did not consider it of some importance. Yet he will always be aware that its function is merely a subsidiary one, that at its best it is a vitamin, but never production itself.

The storing of technical periodicals has set problems undreamt of in the traditional courses of librarianship. To mention but one point: in an industrial library it is nonsense to bind periodicals for storing. It is almost invariably individual back numbers that are required and the cost and labor involved in the transport not to

speak of the mailing of periodical volumes would be exorbitant. I consider it as one of the typical signs of the neglect of the personnel function of the library that so many industrial libraries have slavishly adhered to the habit of ordinary libraries to bind periodicals. After completing circulation, technical periodicals are subject to very little wear. It is much more important that periodicals should be stored in such a way that they are readily available (not, e.g., packed up in parcels) and kept accessible to staff. Browsing through old runs of technical periodicals has been to more than one engineer a source of important inspiration. In an industrial library accessibility to the staff cannot be carried too far. Even the youngest member of the staff (provided his senior officers agree) should be allowed to roam through the shelves. Only the librarian must ensure that books are not put back into the shelves by the readers, because in the vast majority of cases books will be misplaced.

MAKE FILES ACCESSIBLE

Similarly the catalogs, indexes and files of the library must not be regarded as the private property of the librarian but be laid out in such a way that they are readily accessible and, indeed, workable even in his absence.

Technical literature information is mostly required on the spot and only for a spot. If the librarian cannot turn it up at once, he will find that he will be bypassed—an exasperating but wholesome experience, which will teach the librarian to aim at the greatest possible availability of his information.

Two important aspects of the personnel function of an industrial library have been much neglected. One is the systematic introduction of new staff-members through a definite course of reading and their continuous information of progress in the field in which they work specifically. After

leaving college, our young engineers become too quickly absorbed in one tiny aspect. The library should encourage them to develop their own hobby interests in science and technology, of course in consultation with the respective departmental heads. The other aspect is the provision of technical literature to field staff, mobile staff or staff in outlying works. In both respects the library can do much to relieve hardship and to improve staff relations by creating a certain enthusiasm, a sense of importance of the work, a feeling for the place of one's particular activities within the general progress of industrial development.

LIBRARIAN MAINTAINS OUTSIDE CONTACTS

The procuring of the latest and most authoritative literature calls for close contact with publishers, research institutions and general libraries, a field in which in general the librarian can give guidance, preventing his fellow-workers from developing that sense of insulation which is often prevalent in large industrial organizations.

In the compiling of bibliographies and the continuous collecting of new information the librarian must give an example of conscientiousness. He must spare no effort to dig up even the remotest source. The omission of one item may cost his firm thousands, while—o dreamt-of moment of glory!—one lucky find may save or even reap thousands. In this work, closest contact must be established with the worker concerned. The bibliography must not run

away from the practical requirements of the firm, while the worker must be kept aware of the amount of research and development work undertaken or possibly in progress elsewhere. In this field, the librarian faces perhaps the most difficult personnel relation problem. On the one hand, he knows more than the specialist; on the other hand, he knows infinitely less. In the interest of the organization he must not put his light under the bushel, and yet he will never claim detailed material knowledge.

LIBRARY A SOURCE OF INSPIRATION

The company library is equally the servant of the management and of the staff. It can accelerate and retard developments. It must carry out orders and yet exercise spontaneous activity. Promoting the flow of information throughout the organization it is right in the middle of things, yet its function is essentially neither administrative nor productive. It must combine the quietude of study with the activeness of outward organization. It is the treasure-house of stern facts and figures, yet at the same time must be capable of inspiring real enthusiasm originating from a proper assessment of the place of our work in our industry, the life of the nation and the advancement of mankind. From the clerical routine of his daily work right up to the decisive occasions when his services are required at top-level, the industrial librarian must be constantly aware of his special responsibilities toward the personnel of the organization.

"Every man looking toward management as a profession should be proud to be digging hard for profits, not ashamed of them as some shallow critics of the American system today would suggest. But management's job does not stop at the factory walls. Today, as never before, the basic premises of the American free enterprise economic system are being questioned. (The manager) must recognize that industry will prosper only if it satisfies the fundamental needs of the American people."

Sidney A. Swensrud, President of Gulf Oil Corporation, as quoted in the Carnegie Press Book, "Fundamental Research in Administration".

Some Notes on Talking

By DAVID C. SPOONER, JR.
Edward N. Hay & Associates, Inc., Philadelphia

Did you ever have this experience, or one like it? A personnel director had fulfilled a requisition from the production manager for a Bright Young Man. Several weeks later he inquired of the production manager, "How's my boy, Bill?" The reply was, "Industrious, accurate and bright, but every time he opens his mouth he puts his foot into it. I'm afraid we'll have to turn him back to you." The boy was deficient even in the rudiments of the art of business conversation.

As a continuing part of various assignments over the years, it has been my job to guide the business development of a number of young men. Some of these men have gone far up the ladder of success. Some have not. The major reasons are probably the usual ones of ability and opportunity. But one thing I noticed was that most men who made unusual progress had acquired an ability to control what they said.

I do not mean voice quality, or the skills of "public speaking"; I mean *what* they said in business conversation, *how* they said it, and what they *refrained from* saying.

So, in suggesting things for consideration by the young men as aids to their business development, I put considerable stress on this matter of talking. Some of the suggestions which seemed to have general application were set down in a note book, and played back to succeeding incumbents. I repeat, many of these men have done very well.

With the thought that other "PERSONNEL JOURNAL" readers may have in their organizations young men who could profit by a little guidance in the matter of talk-

This is a piece to be handed to some young fellow whose progress you've been watching, and who hasn't yet learned when to keep his trap closed—and when and how to open it. In short, it is in the nature of a sequel to last month's advice to a college graduate on his first job.

ing in the conduct of business, some of the observations are here recorded.

* * *

Business is largely conducted by means of words. Some of these are written, but most of them are spoken. The manner in which we talk, therefore, is of the utmost importance.

In selling, words are particularly important; however, in practically every effort it is of prime importance to our success that people be inclined to go along with us. In other words, there is a lot of "selling" in any endeavor where human relationships are involved.

* * *

It has been aptly said, "The art of blowing your own horn is to play a tune on it that appeals to the other fellow's ear."

It has also been well said that the best conversationalist is the best listener. It is not easy thus to be a good conversationalist, because it is not easy to be a good listener. Moreover, it takes considerable skill in talking to "draw out" your prospect, or your associate, so that he will launch into his subject without restraint; get it off his

chest, and be in a frame of mind to listen to the story which you are going to tell him *in a few chosen words*.

* * *

Where three or more people are gathered in one conversational group, the assembly is designated a "meeting." Conversational technique under these conditions deserves separate consideration.

One thing to avoid is the answering of questions addressed to others. This exasperates the questioner; insults the man being questioned, and converts a discussion into a mob scene.

The only comparable fault in participating in a meeting is simultaneous talking, which will happen in the foregoing case unless the man being questioned is ultra-courteous. He has to be very, very courteous, however, to accept this insult, and you can be sure that this courtesy is extended at the expense of his good-will toward the man who barges into the conversation.

In a meeting where two or more *groups* are represented, there should be a senior man of your group. When those without your group raise contentions, or address questions to your group in general, that senior man is the one to answer them; unless he has previously, or at the moment, indicated his desire for you to do so.

Conversely, where you are the senior man, it is well to give your subordinates an opportunity to answer questions for which they are qualified. This adds numbers to those testifying in your interest, and gives the other a chance to show his wares.

* * *

"Hear no evil, see no evil, speak no evil" is a slogan which is as important today in human relationship as it was thousands of years ago when it was first spoken.

The ill we casually speak of harms many a man, whose harm can do us no good—and it harms many whom we should really like to help.

Repeating rumors constitutes a pleasant way of wasting time; but repeating *unfavorable* rumors, as though they were facts, is a sin against mankind.

Moreover, repeating inaccurate rumors, as though they were fact, is the best possible way to establish a reputation of being unreliable, one of the most damning things to a business career.

* * *

In approaching a prospect, or your boss, or in fact anyone who could be of any service to you, have the utmost respect for the value of his time. Also have the utmost respect for the importance of making it easy for him to understand what you want him to do, without too much effort on his part.

Get your ideas organized before you approach him.

Tell your story with all the words necessary to convey the proper picture; but measure your skill by the fewness of the words in which you deliver your story.

When you have "completed the sale" study your man to determine his wishes in the way of further conversation. The chances are nine out of ten that he wishes to terminate the discussion. You have got what you want from him, so it is well to conform to his wishes before he changes his mind.

Never continue to rehash sales arguments when the prospect has definitely done what you want him to do. Many sales have been unsold by failure to follow this procedure.

* * *

We have spoken of the "best conversationalist being the best listener." Do you know the easiest way to acquire valuable knowledge? Determine what your partner in conversation knows most about. That is the thing about which he likes to talk most. It makes him very happy to discuss it. Encourage him to talk on his subject, and he will be well inclined toward you—and you will gain information. Let

him ramble on in a lot of useless conversation and you will both soon be bored. Ramble on in a lot of idle conversation of your own, and *he* will be bored, which is a fatal thing for your prospects of making a sale or creating a good impression.

* * *

Talking, particularly of the "chattering" variety, is not an accomplishment in itself. As a matter of fact, it is very difficult to think, while you are chattering about inconsequential subjects. In business intercourse it is of the utmost importance to you that you be guided by the best thinking of which you are capable. When engaged in business, don't, as you value your future, stultify your thinking processes at critical moments when you need them most, with unnecessary or irrelevant conversation.

* * *

It is well to keep in mind that in your business conversation, however minor a particular theme may seem, the man with whom you are conversing is frequently appraising you in an attempt to decide the worth of your words. Can he depend upon your statements of fact, as *facts*, or must he regard them as superficial statements made without sufficient consideration or evidence? Think this one over before you speak out of turn.

A carnival pitch-artist can afford to

be loose in his statements with prospects he hopes never to face again. In most business however, where we seek men whose statements can be absolutely depended upon, to be classed as "superficial" is at the best to lose your place in the sun. So *think* before you speak, lest your idle words put you in the superficial category.

* * *

Do you really wish to know what is going on in the world about you? Do you wish to know the undercurrents and facts which so often can guide you to success?

Then *earn* the reputation of being a recipient of confidences who discloses such confidences to *no one*. Make it unnecessary for your tale bearer to label the information confidential. If there is any possibility that the information should be so classified, handle it as such—and simulate surprise when someone else tells you about it "confidentially." The necessary reputation can be acquired only by foregoing the petty vanity of seeming informed; and by *being* a confidant *in fact*.

* * *

Upon re-reading these abstracts I am more than ever convinced that despite their copy book nature, many of us could improve our usefulness, and our progress, by heeding them. I'm tempted to try it myself!

About the Authors

(Continued from page 54)

active student of employee benefits and problems arising from their administration. In previous positions with Standard Oil, he served as geologist in western United States and Mexico; in the Land and Lease Division, Producing Department, as Secretary of the Annuities Committee; and as Assistant Secretary of the Company.

John Hennig, Ph.D. (Leipzig), member of the Royal Irish Academy, formerly librarian of the Irish Peat Development Board, is now librarian of the Electricity Supply Board, Dublin, Ireland. Dr. Hennig has contributed to philosophi-

cal, philological, literary and historical periodicals on both sides of the Atlantic.

David C. Spooner, Jr., after serving in the first World War, received his B.S. in Electrical Engineering from the University of Pennsylvania. Now associated with Edward N. Hay & Associates, Philadelphia, until last summer he had spent all his business life with General Electric Company—most recently on special assignment to organize the company's salary administration for exempt employees. For some years he headed GE's Household Appliance Division—Appliance & Merchandise Depart-

(Continued on page 64)

Three Ways to Humanize Your Handling of Workers

By RICHARD A. ENION

Director of Training, Scott Paper Company, Chester, Pa.

WHAT can we do to put human relations to work for us and thereby enhance the total value of our personnel programs? Here are three suggestions:

(1) Use the *why* approach rather than the *blame* approach when you handle a personnel problem. Look for the causes of a worker's behavior by analyzing the situation that existed at the time the problem arose. Then try to understand the individual in terms of his major working needs, his attitudes, and possibly any frustrations he had. Then you can begin to understand why he acted as he did, and perhaps if you can get him to understand why, then you will have gone to the root of your personnel problem. When we look only at the behavior of the individual and do not take time to understand what caused that behavior, we generally tend to blame.

(2) Learn to listen to your workers. This means listening to a worker who has a problem until you understand what is really on his mind, then listen a little longer until he understands, too. Remember that workers are people and people are generally starved for someone to talk to. Some of the most difficult personnel problems that we run across, whose solutions are seemingly impossible, are often cleared up when someone takes enough time to let the worker talk his problem out.

(3) Encourage worker participation in your business. Our company picnics and open houses are usually resounding successes. Generally, there is a great deal of worker participation in planning, programming and carrying out these activi-

Everyone agrees on the importance of good human relations in industry. Here are specific suggestions for achieving it in personnel administration. They are taken from a talk made at a National Foremen's Institute conference.

ties. Why not expand the idea of harnessing worker participation and include it in your safety committee, housekeeping committee, suggestion and grievance committees. This participation can pay off handsomely for all concerned.

Several years ago a portion of the electrical industry took its total gross sales and divided them by all the employees in that section of the industry. They came up with a sales dollar figure of \$13,000 per employee, which isn't bad. The Lincoln Electric Company of Cleveland, which was included in that estimate, decided to figure out their own average sales per employee. They were delighted to find that they averaged a sales dollar figure of \$38,000 per employee. Need I mention that Lincoln Electric has been a firm believer for many years in encouraging worker participation in their business?

Let's begin to think about meeting the total needs of our workers through our personnel programs. Then and only then can the individual in an industrial society accomplish his assigned tasks intelligently, economically, with personal satisfaction.

Just Looking—Thank You

NPRA's 6th Annual Conference

Maybe it's because we were brought up on the wrong kind of convention—at any rate, we're always impressed by the high caliber of conventioner one meets at these personnel conferences, and the serious way attenders go about their scheduled business. Our latest reminder was when we dropped in at a couple of sessions of the Newspaper Personnel Relations Association's 6th annual conference, held toward the end of March in Philadelphia.

The theme of the conference was "Today's Newspaper Personnel Practices". The program promised "a comprehensive, rapid-fire review of personnel techniques used by representative newspapers throughout the U. S. and Canada." Judging by what we saw, that's just what the delegates enjoyed. We will not attempt to tell about any of the talks. Among the panel chairmen were Cleve Rumble, NPRA President and director of employee relations of the Courier-Journal and Louisville Times; Paul W. Bell, Vice President of the association and director of personnel of the Los Angeles Times and Mirror; and Edward J. Pelz, Secretary-Treasurer of the association and personnel director of The New York Times. It was a pleasure to meet these and other friends on PJ's "home grounds".

NPRA now has a membership of well over 100, including many publishers, editors and business managers as well as personnel directors. There must have been just about 100 seated at tables arranged in an open-sided square, and a number of them seemed to be taking notes very comfortably when we looked in on them. To our mind, an outstanding feature of the conference was a long table in the reception room, covered with samples of bulletins, booklets and various publications. These, apparently, had been shipped to the meeting by mem-

bers all over the country. We can well imagine with what satisfaction the personnel men and women (for there were a number of women in attendance) might have found publications issued by their fellow practitioners, that would give them ideas and help them in their own jobs.

Some of the publications were generally interesting; we mean, not merely from the personnel viewpoint. One such was a 160-page book filled with fascinating pictures, called "100 Years in Philadelphia". This was the Philadelphia Evening Bulletin's 100th anniversary book, issued in 1947. We noted that the book had been sold at \$1.00 a copy but we snatched one. Well, that's the penalty for giving us a badge and treating us like a member of the family!

Booklets for Reading Racks

We don't wonder that so many hundreds of thousands of booklets are eagerly picked up from "reading racks" provided by employers over the country. A new catalog shows the titles of dozens of booklets that are currently available from a single supplier; you wish you had copies of a lot of them, with time to enjoy them.

The catalog before us lists the titles under five headings: Americana, economic and social problems, health and safety, inspirational and self-help, and home and recreation. Under *Inspirational and Self Help* we find two booklets by Dale Carnegie, a booklet on "everyday law in everyday language," a home record book, how to enjoy your job, how to get the breaks, 9 ways to borrow \$1,000. Under *Home and Recreation*, the "Baseball Guide—1954" is mighty interesting to a fan. "Fishing in Fresh Water" looks good too.

If you'd like to look over the list,

write Bob Snibbe at Good Reading Rack Service, 76 Ninth Avenue, New York 11.

O.K.—Come One, Come All

What a pal! From Homer Hilton, Jr., Personnel Director of the National Bank of Jackson, Michigan, comes this message: "I noted that in the last issue you were asking for suggestions on ways to increase your circulation more rapidly. I know sample copies are probably an expensive proposition, but have you considered sending them out either on the recommendation of present subscribers or to members of local personnel groups? In such an event, I for one would be glad to give you the names of the members of the personnel club in Jackson".

Thanks a lot for the suggestion, Mr. Hilton. We are only too happy, believing that PJ is its own best salesman, to send sample copies to people whom you or any reader believe to be "prospects" for us. Personnel club members, we think, are A-1 prospects. So are a lot of other company executives who may not be called Personnel Directors but who are greatly interested in establishing and maintaining good employee relations.

Whether you or any reader sends us only two or three good names, or a whole club membership list, we'll be mighty

grateful. Of course, it will help a lot, too, if the sender could manage to say a word about the magazine to the people whose names he sends us. Your word, plus the sample copy, will often do the trick. Thank you.

Employee Rate Supervisor?—Yes

Cornelius E. Johnson of Garden City, N. Y., says that, assuming that the average employee can be relied upon to give an honest opinion rating of his supervisor, he thinks there should be no unwholesome effects. He adds that (a) "management must agree to look at the ratings from a constructive point of view, and (b) management must assure the supervisors that the rating procedure has as its purpose only to give the supervisor a sort of 'mirror' that will give him a picture of himself as other people see him. This will enable him to improve his weak points, and improve employee-supervisor relations."

Mr. Johnson observes: "I greatly enjoy reading *Personnel Journal*, but always feel that so little of the valuable material is applied . . . I would like to see some articles on the justification of eliminating all executives for promotion because they are over 55 years of age, which seems to be the magic age of 'uselessness.' My personal opinion is that this is unjustifiable and psychologically unsound."

About the Authors

(Continued from page 61)

ment. His article "Appraising Performance of Exempt Personnel" appeared in our September, 1953, issue.

Richard A. Enion is a Swarthmore College graduate (B.A. 1941) whose first job was with the Bell Telephone Company of Pennsylvania, where he was successively installation foreman, maintenance foreman, staff supervisor and area

training supervisor. Following this, he joined the National Foremen's Institute as director of in-plant training, traveling throughout the U. S. and Canada. After a period with Piasecki Helicopter Corporation in personnel work, Mr. Enion last August accepted the newly-created position of Director of Training with Scott Paper Company at Chester, Pa. There he creates and administers training programs for every level of management in Scott's eleven mills over the country.

BOOKS

ADMINISTERING CHANGES—A CASE STUDY of Human Relations in a Factory. By Harriet O. Ronken and Paul R. Lawrence. Harvard University, Boston, 1952, pp. xxviii, 324. \$3.50.

Professor Roethlisberger wisely reminds us in his foreword to this book that "the human effects of technological change upon the day-to-day operations of a factory present a critical problem to all involved." The volume is a detailed recital of the efforts of one company to handle such a problem over a year and a half period. The purpose of this record is to supply raw material for study in courses where the case method is in use; and this accounts for the elaborateness of the process described. This may limit the book for a wider reading, since the practitioner will be most interested in the conclusions and in how they may be applicable in other settings.

From this point of view the general reader will find the final chapter on "Communication and Change" the salient contribution. He will, moreover, find the conclusions and recommendations sensible, enlightening and in need of extended application. In an "abstract" accompanying the book, the generalizations are stated in an abbreviated form which it is a pity might not have been included in the text itself. For the book is well summarized as follows:

1. The technological change concerned in this study involves changes in interpersonal relationships in the organization.
2. It was largely around those modifications of relationship, rather than around technical change per se, that resistance arose.
3. Until the problems of relationship were at least partially resolved, progress on the technical aspects of the project was seriously impeded.

4. A critical element in the acceptance of changes was the skill of the administrator in understanding the various points of view represented and facilitating the development of satisfying new relationships.

It will thus be seen that central in solutions of this whole continuing problem is the necessary effort of persons and groups to come into the same realm of discourse, to listen to each other understandingly, to share in knowledge, and to join patiently in the reaching of decisions.

The evidence of this book is valuable in not being novel or surprising. It corroborates the consensus of other studies and other informed opinion as to how people can be deeply implicated in the acceptance of new ideas which they are supposed to make the basis of altered action. Our documented knowledge of how self-propulsive motives are to be enlisted is now clear and persuasive. When will we universalize the use of this knowledge?

Ordway Tead

PERSONNEL TESTS FOR INDUSTRY. By Alexander G. Wesman and Jerome E. Doppelt. Published by The Psychological Corporation.

Personnel Tests for Industry have been developed specifically for industrial use and have just been issued for sale by the Psychological Corporation, accompanied by a preliminary manual. The tests have been very carefully prepared and developed and the authors have had the cooperation of a good number of companies, most of them represented by professional psychologists.

The Verbal Test, requiring five minutes, is in multiple-choice form, containing synonyms, information and classification.

Questions are in order of increasing difficulty. Speaking technically, the test shows good reliabilities and some impressive validities are reported. The question might be raised whether in an industrial situation these items are ideal, since many of them require somewhat unusual knowledge.

The Numerical Test by Jerome E. Doppelt requires twenty minutes for 30 problems. The problems are of increasing difficulty and deal with practical situations that should be within the experience of most people in industry.

Both tests have been designed for face validity, which is particularly effective in the numerical test. It is a guess that the numerical test will, in the long run, produce better validities than the verbal test, particularly in relation to performance on the job as distinct from grades in apprentice and other courses. These tests are an interesting addition to the supply of available tests suitable for industrial use.

E. N. H.

PSYCHOLOGY OF INDUSTRIAL RELATIONS. By C. H. Lawshe, et al. McGraw-Hill Book Co., Inc. New York, 1953. Pp. vii, 350. \$5.50.

This is the combined work of seven psychologists: C. H. Lawshe, Prof. of Psychology, Purdue University; A. J. Drucker, Research Psychologist, A.G.O., Dept. of the Army; E. E. Dudek, Chief Scientist, U. S. Naval Personnel Research Unit; R. I. Dawson, Industrial Psychologist, U. S. Rubber Company; E. J. McCormick, Assoc. Prof. of Psychology, Purdue University; K. R. Oliver, Ass't. Industrial Relations Supervisor, Creole Petroleum Corporation; W. F. Long, Commanding Officer, 3300th Research and Development Group, Human Resources Research Center, Lackland Air Force Base.

According to the authors, the book attempts "to do two things: (1) to collect and integrate contributions of psychology

in general, and industrial psychology in particular, which they feel would be most useful to present and potential managerial personnel, and (2) to present it in a non-technical fashion that requires no previous study of the field."

A wide variety of subjects is covered. Included is a general discussion of some of the basic needs and motives underlying human behavior; factors influencing adequate and inadequate adjustment; employee motivation and discontent, etc. Devices for assessing employee attitude or morale, such as attitude surveys, suggestion systems, etc., also are touched upon, as well as those which might be used to increase the effectiveness of hiring, placement, promotion, and transfer—i.e., application blanks, interviews, references and psychological tests.

One section is devoted to employee training, certain of the psychological principles of learning, and factors affecting the efficiency of learning. Another discusses the duties and responsibilities of supervisors; the principles of effective supervision, and the handling of certain special personnel problems, such as discipline, indoctrination, complaints and grievances, etc. Also covered are such subjects as employee counseling, the effects of fatigue and monotony on human efficiency, incentive plans, job evaluation and many others. Three chapters are devoted to a survey and analysis of employee and group relations. These chapters include such matters as organization, formal and informal groups, employee communications, interpersonnel and group relations, and a description of the internal make-up, governing process, and growth and functions of unions.

The idea behind the *Psychology of Industrial Relations* is certainly a good one. Such a non-technical book is needed to explain clearly and concisely what the field of psychology has to contribute to the

success of an enterprise, and the part it can and should play in the industrial relations program. In this reviewer's opinion, the present volume makes a good start—but only a start—in this direction. While one must accept the fact that this book represents those contributions from the field of psychology which the authors “feel would be most useful to present and potential managerial personnel”, one might well question whether all of the useful “contributions of psychology in general and industrial psychology in particular” have been covered. To properly cover the many appropriate concepts, methods, and tools of psychology and to illustrate their application in industry, and at the same time to present them in a “non-technical fashion that requires no previous study of the field”, might be well nigh impossible of accomplishment within the confines of some 340 pages. A series of books of the same size—one on each major division of the subject matter—might be more in order.

The present volume attempts to cover too much ground in too little space. As a result, certain important subjects have had to be passed over all too lightly—e.g., performance evaluation or merit rating, biomechanics, physical demands, etc., and the authors have had to resort to a certain amount of over-simplification and over-generalization. Other matters, such as post-exit interviews and surveys, employee benefits and welfare, sociometric techniques, cost and returns resulting from the application of psychological procedure, etc. have been almost entirely neglected.

How the non-technical reader with no previous acquaintance with the field will react to the *Psychology of Industrial Relations*, and what his view will be of the value and practicality of the contributions of psychology as represented by this book, remains to be seen. However, if it serves only to incite personnel and industrial relations officers to a further study and application of the

things made available by psychology, it will have accomplished its purpose.

R. C. Rogers

Socony-Vacuum Oil Co., Inc.

THE ART OF CLEAR THINKING. By Rudolph Flesch. Harper & Brothers, New York, 1951. 212 pages. \$2.75.

Here is the author's whole four-line foreword to this book: “It would be impudent to tell intelligent, grown-up people how to think. All I have tried to do here is to assemble certain known facts about the human mind and put them in plain English.” To which we might add that if Mr. Flesch doesn't tell us much about how to think, at least he does it mightily entertainingly. But we admit we may be prejudiced. We liked his *The Art of Plain Talk* and *The Art of Readable Writing*, too.

Dr. Flesch takes us on many fascinating excursions. Sometimes we seem to be going along just for the ride, but usually find at the end that we've learned something along the way. Even such a chapter as “How to Solve a Puzzle” teaches you something about clear thinking—that many problems are solved “by looking sharply at something that's been staring you in the face all the time.” Among the problems whose solution, presumably, stares you in the face: “Find the smallest number that can be divided evenly by 7, but leaves a remainder of 1 when divided by 2, 3, 4, 5, or 6.” Another little teaser in the same chapter: make a fairly familiar English word by rearranging the letters TERAL-BAY. According to legend—and Dr. Flesch—trying to do this once kept Queen Victoria awake all night, and caused A. A. Milne to be absent from one issue of a magazine in which he was supposed to have a column every time.

The author's first rule for clear thinking is to “try to remember that everybody, including yourself, has only his own experience to think with”. Other rules: “Try

to detach your ideas from your words. Translate the abstract and general into the concrete and specific. Don't apply general rules blindly to specific problems. To solve a puzzling problem, look for a seemingly irrelevant key factor in the situation and for a seemingly unsuitable pattern in your mind. Narrow the field of solutions by asking 'twenty questions'. Remember that bright ideas are often wrong and must be tested. Don't underrate the influence of chance."

If you have Dr. Flesch's other books on your shelves either at your office or at home, you'll want to add this to them. If you don't have the others—well, this stands on its own feet and is thoroughly enjoyable. It's physically attractive, too, and pleasant to handle.

H. M. T.

PERSONNEL MANAGEMENT—*Principles, Practices and Point of View*. By Walter Dill Scott, Robert C. Clothier and William R. Spriegel. McGraw-Hill Book Company, New York, 1954. 690 pages. \$6.50.

This is a new fifth edition of a college text book first brought out in 1923—thirty years ago. A new chapter, *Personnel Management as a Coordinating Function*, has been added and there are 75 new illustrations. The jacket says this edition "was completely revised around the results of a survey made of 629 of the leading companies in the United States regarding the status of personnel management".

It would be fruitless to criticize a work that is still in demand—and, for all we know, bigger demand—after thirty years. But one may be forgiven for throwing out the general query why the going has to be made so tough for college students. For example, the first chapter discusses the "commodity conception of labor", the "machinery conception", the "good-will conception", the "citizenship" and "customer" conceptions and various "approaches to labor". In the chapter's final paragraph is this summation: "Each of the various conceptions of labor has a germ of truth in it and contributes something to an *eclectic conception* of labor that strives to appropriate the truth in any of the various labor concepts. This is in substance the view held by careful students of modern labor problems". Don't tell us—we want to work a little longer on what this means.

At the beginning of the next chapter we encounter another stumbling block—"the worker-in-his-work unit". "The task of management", the text says, "is to make every worker-in-his-work unit as effective as possible. To achieve this, four different angles, or elements, of the worker-in-his-work unit must be given due consideration". The awkward hyphenated phrase is used three times in four lines, and we still don't know what it means more than "the worker on the job", "the worker at work", or simply "the employee". Are college students supposed to be favorably impressed by such language?

H. M. T.

"In many companies, among which are some of the most successful and progressive in the country, the top personnel man is a member of top management; and while this situation is by no means general, it is becoming commoner. Business is learning that it gets things done only through people; that, as Lawrence A. Appley points out, management is the direction of people, not the direction of things; and that management itself is, therefore, primarily personnel management."

from an article by James O. Rice, now Executive Vice President of the American Management Association, in PERSONNEL JOURNAL for January 1950.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

A VALIDATION STUDY OF THE WORTHINGTON PERSONAL HISTORY BLANK. By John G. Clark and W. A. Owens, Iowa State College, Ames, Iowa. *Journal of Applied Psychology*, Vol. 38, No. 2, 1954, 85-88.

The Worthington Personal History Blank is a 4-page application blank for use in industrial selection. It differs from most application blanks in that it is also an unstructured projective technique with an elaborate system of scoring and interpretation. Analysis of a single one of these blanks costs about forty dollars and as a result it has not been used extensively. The use of such a blank would be justified only if its efficiency were considerably greater than that of conventional and less expensive instruments.

The purpose of this study was to compare the Personal History Blank against objective tests with respect to their relative efficiency in predicting associates' ratings in an industrial situation. The subjects were 47 employees of an Iowa publishing company. A five-step criterion rating scale was constructed and two ratings were made for each subject. The subjects were scattered throughout the plant and it was not possible for one rater to rate all of the subjects. Ratings were, therefore, simply pooled. The authors raise some questions about the criterion ratings and the methods of obtaining them, but conclude that there is no reason to believe that the ratings were any poorer criteria for the Personal History Blank than for the tests.

The authors found that the agreement between objective tests and the ratings was closer than that between the Personal History Blank and the ratings. The difference was significant at the .06 level of confidence. In other words, the efficiency of

the objective tests was at least as great and probably greater than that of the Personal History Blank, and therefore the additional cost of the Blank would not seem to be justified.

RATER AND TECHNIQUE CONTAMINATION IN CRITERION RATINGS. By Gloria H. Falk and A. G. Bayroff, Personnel Research Branch, the Adjutant General's Office, Department of the Army, Washington, D. C. *The Journal of Applied Psychology*, Vol. 38, No. 2, 1954, 100-102.

The study reported here is part of a larger research program on rating methods which has been carried on at the General Staff College at Fort Leavenworth, Kansas. The subjects were 400 army officers and each officer served as both rater and ratee.

An important factor in validation studies is the degree to which criterion measures are independent of the predictors. When both the predictor and the criterion measures are ratings, the problem of criterion contamination may be critical. Rater contamination may occur when both the predictor raters and the criterion raters are the same persons. Technique contamination may exist when both the predictor rating and the criterion rating employ the same rating technique. For example, a graphic predictor rating may correlate more highly with a graphic criterion rating than would a forced-choice predictor rating with a graphic criterion rating.

The rating instruments used in the study were an 8-point graphic scale of "general value to the service," and two versions of a forced-choice scale that had identical items. Each officer was asked to rate 20 other officers in his own class, selected at random. Raters and techniques were used

in such a way that there were various combinations of different raters using the same techniques and different raters using different techniques.

The results indicate that the highest correlations were obtained for the sets of ratings made by the same raters using the same techniques. The authors mention as significant that "(a) when the same raters

were involved, agreement was greater when the same technique was employed than when different techniques were employed; and (b) when different raters were involved it made no difference whether the same or different techniques were employed." It seems, therefore, that in this study contamination was linked to raters rather than to methods of rating.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE met in April to celebrate past president's night and the 10th anniversary of the club. F. L. W. Richardson, Jr., spoke on strengthening your organization through measurement of morale. Dr. Richardson for the past several years has been associated with both Harvard University and Raytheon Manufacturing Company in a joint research and applied program to strengthen the human organization of the company. The main emphasis of this program has been to improve communications and raise group morale through development of executives and supervisors. The club is trying to build up a library of films which can be exchanged among the membership.

PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE held a management night in April. The subject was executive development. Reginald E. Gillmore, retired as vice president from the Sperry Corporation, and formerly president of the Sperry Gyroscope Company of Brooklyn, spoke.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard

Robert D. Gray at the April meeting. Mr. Gray, director, Industrial Relations Section, California Institute of Technology, spoke on "Wanted—Salesmen Who Know Their Product." He asked, are personnel and industrial relations people overlooking the important job of selling their programs to top management? As salesmen, do they know their product? Our very existence, he said, depends on the kind of sales job that is accomplished, particularly as we enter this adjustment period. Gerald Bradley is president of the association. John D. McLean is vice president and Robert Armstrong is secretary. William Mumert is treasurer. Robert M. Human edits the PIRA-scope.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION talked about the will to work, perhaps as an antidote to spring fever, at the April meeting. Robert M. Crooks, director of industrial relations with the United Parcel Service, was the speaker. The association conducted study groups during the winter. Charles E. Redfield, consultant to industry and government, led discussions on the significance of organization planning and structure for the personnel director. Harold B. Schmidhauser was the discus-

sion leader for the study group on the personnel director and the human factors in training. Mr. Schmidhauser is visiting professor at Cornell University.

THE CONNECTICUT CHAPTER OF THE AMERICAN SOCIETY OF TRAINING DIRECTORS heard Sigmar Blamberg, head of the department of human relations, Hillyer College, at the March meeting. Mr. Blamberg spoke about human relations in theory and application, and described some of his experiences. A forum followed the talk.

RICHMOND PERSONNEL EXECUTIVES ASSOCIATION, of Richmond, Virginia, has elected William G. Rennolds, Jr., president. Mr. Rennolds is personnel director for Southern States Cooperative. Other officers named are William Seward, safety and training director for Albemarle Paper Manufacturing Company, vice president; Elizabeth S. Rawls, employment interviewer at Southern States Cooperative, secretary; and Raymond E. Sanders, acting manager of the personnel department at the Federal Reserve Bank, treasurer. Eugene J. Benge, consultant in personnel, from Asheville, N. C., spoke at the January meeting on the results of a search for talent. The association, now in its eighth year, was organized so that those engaged in personnel work in Richmond could interchange ideas, methods and experiences. Over 30 business groups in the city are represented in the association.

APPLETON PERSONNEL ASSOCIATION has elected new officers. They are W. Robert Wilson, president; Clarence H. Schultz, vice president; Douglas L. Robertson, secretary; and Donald J. Rine, treasurer. The news bulletin of the association comments in the April issue: "Anthony Harrant, executive vice president of the Miller Electric Company, did an excellent job of explaining the use of social functions for better employee relationships at the March meeting. Just goes to prove the point that

with this caliber of ability within the membership it isn't necessary to import guest speakers."

TOLEDO PERSONNEL MANAGERS' ASSOCIATION heard Charles Arps, director of public relations, Allis Chalmers Manufacturing Company, Milwaukee, speak at the March meeting. According to the annual president's report, the association has 226 members from 94 companies. This very active association maintains a long list of committees. The operating committees under the first vice president are program, social and welfare, membership, arrangements, publicity, budget and finance. Functional committees under the second vice president are employment process, education and training, employees services; safety, health and hygiene, wage and salary administration, employee relations, adjusting and up-grading workers, legislative, labor relations and negotiations, research and statistics, and medical. During the year the association worked with the policy committees from both the Toledo Academy of Medicine and the Hospital Council of Toledo toward a plan to control excessive surgical and hospital charges and unjustified sick leaves. The association also cooperated with various trade and industrial institutions to encourage interest in metal trades training. There was also active participation in civil defense activities.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO had a panel of safety experts at the March meeting. All phases of the subject were discussed, from application of safety programs in business, to safe driving rules. Members of the panel were Stanley Mackie, claims manager for the Hartford Accident and Indemnity Company; Paul D'Arcy, safety technician at Solar Aircraft; Captain W. P. Thien of the San Diego police department; and M. C. Val Dez, safety supervisor at Convair. The subject for the April meeting was "The

Whole Man Goes to Work." The speaker was Henry L. Nunn, former president, Nunn-Bush Shoe Company, who wrote the book of that title.

ONTARIO SOCIETY OF TRAINING DIRECTORS heard about an experiment in labor-management relations at the March meeting. H. W. Temple, director of training at Abitibi Power and Paper Company, Ltd., was the speaker. The company recently instituted joint labor-management yearly meetings where problems of interest to each group, such as economics and safety, were discussed.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO had Dr. Fred A. Replogle as speaker for the April meeting. Dr. Replogle, a partner in Rohrer, Hibler and Replogle, asked "Can Today's Executives Meet Tomorrow's Challenge?" His thesis was that the dynamic character of America, together with the changing concepts of business' responsibility to society, will have a profound impact on what business expects of its executives. What is considered adequate today in education for business and in the selection and development of executives may be entirely inadequate in helping business and industry fulfill its increased responsibility to the community. Dr. Replogle's talk focused on how companies can utilize the resources available to develop tomorrow's management to meet the problems that will confront them.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA dealt with training needs and problems from the labor relations viewpoint at the April meeting. Bennet F. Schaufler, regional director, Region IV, Philadelphia, National Labor Relations Board, was the speaker. Some of the questions considered were: What training is necessary to promote a wholesome industrial relations climate? Can training help to minimize

industrial relations problems? What training does the executive and supervisor need to thaw "cold wars" and prevent "hot wars?" The March meeting was devoted to an exploration of educational services available to training directors. Speakers were Mr. Harry Rountree, of the Community College, Temple University; Dr. E. M. Fee, principal, Edward Bok Vocational Technical school; Haines Turner, executive secretary of the Labor Education Association; and Mrs. Ruth Weir Miller, of the World Affairs Council.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT, Melbourne division, is a non-political and non-profit-making association to promote efficient management. Each year the Institute provides a program of educational activities to cater for the needs of executives at all levels and in each function of management. There are lectures, conferences, study circles, residential conferences, study tours, members meetings, research groups. There is also a library and an information service. *Management News* is the Institute's monthly publication.

THE NATIONAL INDUSTRIAL COUNCIL has published a booklet called "Operating an Industrial Relations Association." Described in the publication are purposes, principles, and services. There are also comments on how such associations are usually set up and operated. Offices, dues, committees, budgets activities, public relations, employment services, and publications are included in the survey. If you want to know how your organization compares with similar ones throughout the country here's a good chance to find out. Further information about the booklet may be had from D. L. Mewhinney, director of industrial relations, National Industrial Council, 918 16th St., Washington 6, D. C.

Attending the Conferences, Courses and Workshops

CAN YOUR SUPERVISORS HELP MORE IN REDUCING COSTS, was the question posed at the Workshop for Supervisors held at Pennsylvania State University in June. Two identical workshops were held, each lasting a week, at the Penn State Ogontz Center campus, Rydal, Pa. Subjects included how to avoid losses and to reduce costs through effective spoken communication; promoting teamwork and morale; effective job training; maintenance of uniform discipline; promotion, transfer and layoff of employees, including man-rating; prevention and handling of complaints and grievances. The program was under the direction of the Penn State management training staff.

THE COMPLEX PROBLEM OF OLD AGE is being considered at Syracuse University. An experimental course called "Let's Look at Retirement" has been set up in the adult education division, which is called University College. The first group to consider ways of dealing with the problem is made up of representatives from industry. Eight teacher-consultants include a psychiatrist, sociologists, a psychologist, and other experts on problems connected with old age. The University's interest in aging dates back to before World War II, when it became one of the first in the country to add a course on the psychology of aging to its curriculum. Hundreds of undergraduate and graduate students on the main campus have taken this course, which is taught by Dr Kuhlen. The University also schedules a research seminar on aging.

LEADING ARBITRATORS AND LABOR-MANAGEMENT REPRESENTATIVES discussed the guaranteed annual wage and proposed changes in the Taft-Hartley Act in the Cornell Conference on "Current Problems in Labor Relations and Arbitration," held in April at Cornell. Sponsors of the

conference were the New York State School of Industrial and Labor Relations at Cornell, the Cornell Law School, the American Arbitration Association, and the New York State Board of Mediation. Professor Jean T. McKelvey of ILR School was the chairman. David L. Cole, arbitrator and attorney and former director of the federal mediation and conciliation service was the featured speaker. The use of the injunction in labor disputes was the subject of a talk by Archibald Cox, professor of law at Harvard.

ORGANIZED EMPLOYEE RECREATION PROGRAMS got a going over at the 1954 annual conference of the National Industrial Recreation Association. The Conference was held in Chicago May 23-26. Program topics included a problem clinic, an old-fashioned mixer, employee recreation—today and tomorrow, gaining management's cooperation, how to organize employee group travel, and the range of employee services.

MEDIATION AND CONCILIATION were described by Whitley P. McCoy, director, federal mediation and conciliation service, Washington, at the annual spring meeting of the Industrial Relations Research Association. The meeting was held in April in Columbus, Ohio. Topics discussed at other sessions were the Taft-Hartley Act; the role of the university in education for management and labor groups; federal and state minimum wage laws; workmen's compensation laws; automation in industrial relations; and training in human relations for supervisors. Alma Herbst, Ohio State University, was program chairman.

LABOR PROBLEMS WERE DISCUSSED at the seventh annual conference on labor sponsored by New York University's In-

stitute on Labor Relations and Social Security. The conference was held in May in New York City. Personnel directors, union leaders, arbitrators, labor lawyers and government officials attended. Among the topics covered were the reconstituted National Labor Relations Board, amending the Taft-Hartley Act, security problems, federal-state relations, current problems in social security, and pension and welfare funds.

INDUSTRIAL HEALTH WAS CONSIDERED BY INDUSTRIAL NURSES as they met in Chicago in April for their conference. One highlight of the meeting was an opportunity for the nurses to present their perplexing professional situations to a board of doctors during the panel discussion, "What's Your Problem?" Dr. Noah H. Sloan was the moderator. A court scene drama of a workmen's compensation hearing, illustrating the role of the industrial nurse, was another unusual feature of the conference.

MORE IDEAS—MORE PROFITS—was the theme of the second annual regional west coast conference of the Suggestion Plans Association of Southern California. The conference was held in Los Angeles in April. Suggestion engineering in state government was described by Newton E. Wise, secretary, merit award board, employees suggestion system, State of California. The employee's opportunity was the subject of a talk by George C. Sopp, assistant manager, department of water and power, city of Los Angeles. George H. Thobaben, president, National Association of Suggestion Systems, of the Cleveland Graphite Bronze Company, spoke on "People Don't Change."

SUPERVISORS AND FOREMEN ARE ABLE TO PROMOTE DAY-TO-DAY SAFETY in industry better than anyone else. With this idea in mind the 1st Southern California Safety Congress emphasized fundamentals of acci-

dent prevention for first-line foremen and supervisors. The conference was held in Los Angeles March 29-31. The economics of safety and the human relations factor in safety were discussed at daily morning general sessions under the headings of "Many Happy Returns" and "Let's Get Personal." Included among the top executives and industrial relations authorities presenting the topics were George C. Ford, vice president of manufacturing, Norris-Thermador Corporation; John B. Clark, director of industrial relations, Northrop Aircraft, Inc., and John Fredericks, president, Pacific Clay Products. Afternoon panels were titled "Are You Getting Through?" (effective safety communication); "What Happened?" (accident investigation); "In Your Hands" (starting the new employee); "It's in the Book" (safety standards, compensation, company safety rules, insurance, etc.); "Big Stick or Kid Gloves" (cooperation or discipline).

CURRENT PROBLEMS OF COLLECTIVE BARGAINING were discussed at the 17th Tennessee Industrial Personnel Conference, held in Knoxville in April. Robert K. Heineman, director of industrial relations, Aluminum Company of America, Pittsburgh, addressed the group at the banquet session. Members of the conference were invited to stump the experts in a workshop on industrial relations problems at one of the morning sessions. A. D. Guentzel, personnel superintendent, Kimberly-Clark Corporation, Memphis, was conference chairman.

TWENTY-YEAR BOX-SCORE OF INDUSTRIAL RELATIONS was examined at the 12th annual industrial relations conference arranged by the staff of the Industrial Relations Center of the University of Minnesota. The conference was held in April in Minneapolis. Edward F. Denison, assistant director, office of business economics, U. S. Department of Commerce, spoke. Other

speakers included Paul Mazur, senior partner, Lehman Brothers, New York; A. D. H. Kaplan, senior staff member, Brookings Institution, Washington, D. C.; Arthur Upgren, Dean, Amos Tuck School of Business Administration, Dartmouth College; J. George Piccoli, director of industrial relations, Associated Industries of Cleveland; Donald G. Paterson, professor of industrial psychology, University of Minnesota; and Gerry E. Morse, vice president, industrial relations, Minneapolis-Honeywell Regulator Company.

TRAINING DIRECTORS TOOK A LOOK AT THEMSELVES at their 10th annual conference held this year in Milwaukee in May. Holding the mirror was Fred Smith, vice president, Gruen Watch Company, Cincinnati. Mr. Smith, who made the keynote address, invited members to "Take a Look at Yourself, Mr. Training Director." Dr. Nicholas Nyaradi, department of political science and economics, Bradley University, Peoria, Illinois, spoke on "Free Enterprise or Disaster" at the banquet. John Conway was conference chairman.

What's New in Publications

NINETY YEARS OF GROWTH ARE DESCRIBED in the *Glatfelter Story*, a new brochure published by the P. H. Glatfelter Company. Printed in a soothing light green on uncoated paper, the booklet is illustrated with unusually fine photographs showing various aspects of the paper manufacturing process. The company is located in Spring Grove, Pennsylvania.

THE GUARANTEED ANNUAL WAGE and its implications to a free economy is the subject of a new publication of that title put out by the National Association of Manufacturers. The booklet summarizes the best of the information available; appraises limited experience with guarantee plans; analyzes current collective bargaining demands; and weighs the pros and cons of the guarantee and its implication to a free economy. In addition to ten detailed conclusions listed, the authors feel that "the extent to which management can demonstrate—by performance—not only the will, but a record of progress, toward regular work and pay—to that extent will employees and the community support management and be in a position to understand the risks and implications of guarantees." Copies are available from the employee relations division of the NAM at

50¢ for members, and \$1.00 for non-members.

GREATER WORKING CLASS COHESION may follow upon the end of economic expansion and with the probable decline of social, area and job mobilities, according to a new publication of the Institute of Industrial Relations of the University of California. The title of the leaflet is *Mobility and Trade Union Membership*. The authors are Seymour Martin Lipset and Joan Gordon. The material is based on the Oakland labor-market study conducted by the Institute in 1949-50. Statistics, drawn from answers to questionnaires, form the basis of the study. The authors conclude that non-unionists tend to move up and down in the social scale as contrasted to union members, but are more likely to stay put—in their jobs and geographically. The pamphlet is available from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

AMERICAN BUSINESS IS SHOWING MORE INTEREST IN EDUCATIONAL PROGRAMS for executives and rank-and-file employees than ever before, according to a new study made by the American Management Association. The four-volume report, titled

Management Education for Itself and Its Employees is based on a 15-month nationwide investigation of education activities within business and industry. Lyndall R. Urwick, British management specialist, directed the study. More than 2,500 companies were sent questionnaires in the study.

Another recent publication of the Association is the third report on Middle Management Compensation. According to this report, nearly half of the 1,300 middle management executives for whom comparative figures were obtained received salary increases between July 1953 and April 1954. For the entire group, these increases represented an over-all average pay rise of approximately 3.8 per cent; for the recipient, they averaged 8.4 per cent of base salary.

Both reports are available on an annual subscription basis, either as part of the comprehensive executive compensation service or separately. The American Management Association is located at 330 West 42nd St., New York 36, New York.

FORECASTING THE GENERAL BUSINESS OUTLOOK AND SALES VOLUME heads the list of problems bothering manufacturers, according to a survey made by the Division of Business Research, School of Business Administration, Seton Hall University. The title of the survey report is *Leading Problems of New Jersey Manufacturing Industries, 1953*. The study was prepared under the direction of Dr. Edward T. Bullock with the assistance of William J. Doerflinger and under the general supervision of Dr. Austin S. Murphy. Other pressing problems listed were the securing of adequate labor, and matters relating to wage rates. Changes in plant layout and location constituted another problem considered by management. Seton Hall University is in South Orange, New Jersey.

THE STORY BEHIND THEIR PAY has been told employees of the Crown Cork

and Seal Company, Inc., Baltimore, in a new pamphlet, *Wage and Salary Administration Program*. The publication explains the job evaluation procedure at the company, and performance reviews and merit increases. The layout of the leaflet and the light green print, plus the simply written material, should make this a valuable handbook for employees.

AN INVITATION TO WORK, LEARN AND PROGRESS has been issued by the Marathon Corporation in a new publication titled *Marathon*. The subtitle is *A Career for the Graduate*, and the booklet makes work at the company seem very inviting indeed. The cover is shiny green, and the illustrations are photographs and drawings. Products and manufacturing processes are described, and careers are suggested to fit in with certain listed college majors. Recreation programs and facilities and living conditions are not forgotten, and pay plus special benefits are pointed up. This is an appealing recruiting piece. Further information may be had from the Placement Department, Personnel division, Marathon Corporation, Menasha, Wisconsin.

READING CAN BE IMPROVED BY THE STUDY OF A BRIEF MANUAL, *Reading Rapidly and Well*, by C. Gilbert Wrenn, University of Minnesota, and Luella Cole, of Berkeley, California. Sections of the manual deal with increasing the reading rate, enlarging the vocabulary, reading for meaning, and ways of eliminating causes of bad attitudes toward reading. The pamphlet is for sale by the Stanford University Press, Stanford, California, for 15¢.

COMMUNICATIONS IN EMPLOYMENT RELATIONS is a booklet published by the Industrial Relations Center of the University of Minnesota. The content is composed of papers delivered at a conference held last year, sponsored by the Twin City chapter of the Society for the Advancement of

Management and the University's Industrial Relations Center. Considered were downward and upward communications both written and oral, as well as horizontal and cross communications. The price of the booklet is \$1.50. It may be ordered from Wm. C. Brown Co., 915 Main St., Dubuque, Iowa.

THE ANNUAL TRAFFIC ACCIDENT DATA BOOKLET, *The Passing Scene* has been published by the Travelers Insurance Companies. It is livened by amusing cartoons which help take the edge off the grim statistics. Horrible examples portrayed by leading cartoonists should help pedestrians and motorists to avoid fatal mistakes. *The Passing Scene* was prepared under the direction of Harry Barsantee, manager, public information and advertising department, The Travelers. Inquiries should be directed to John G. O'Brien, The Travelers Insurance Companies, Hartford, Connecticut.

HOW DO SUCCESSFUL PEOPLE GET THAT WAY? By being nice to people, says Vernon C. Johnson, author of a pamphlet called *It Pays to Be Nice to People*. Cartoons illustrate his suggestions: wear a pleasant face; give a cheerful greeting; listen; notice things; check up on yourself; give the boss a break; roll up your sleeves; and go out of your way. Published by Prentice-Hall, Inc., 70 Fifth Avenue, New York 11, N. Y.

ACTIVITIES OF THE SOCIAL SCIENCE RESEARCH COUNCIL are reported in *Items*, a monthly publication of the group. Labor market research is one of the items in the March issue. Dale Yoder was chairman of a two-day conference on recent research on the internal operations of local unions held at the University of Chicago in February. Among papers presented were *Labor Mobility in Six Cities* and *Labor Mobility and Economic Opportunity*. *Items* is published by the Social Science Research Council, 230 Park Avenue, New York 17, New York.

INDUSTRIAL SPORTS AND RECREATION, the magazine of employee recreation, publishes articles of interest to industrial editors as well as personnel officers and industrial relations men. The March issue contains a survey of what's being done to promote lunch time recreational activities in a number of important plants. There is also a description of an amateur radio club at Lockheed Aircraft, with its own station. An editor in another article lists twenty ways in which the recreation executive can demonstrate his fitness for top management executive positions. There are several departments; one on ideas that work, another on literature, one on a reference service, and one on equipment. The editor is Frank L. Berkowitz. The address is 1150 Boston Post Road, Fairfield, Connecticut.

Looking Over the Employee Magazines

CONTINENTAL BAKING COMPANY mimeographs a friendly little magazine, *Hostess Review*, at its Hostess Cake Bakery in St. Louis. Birthdays and other anniversaries are noted, household hints and safety rules are given. The March issue reminds readers to be cost-conscious, and there is a thought-provoking editorial on how honest is modern man? The editor, who was good

enough to send us a copy, is George L. Beiswinger, personnel director, Hostess Cake Company, St. Louis plant.

THE LYNCHBURG FOUNDRY COMPANY gets out a handsome 34-page magazine, *The Iron Worker*. The winter issue for 1953-54 has a beautiful color photograph on both the front and back cover. J. J. DeHart,

Jr., training director, has an article on training at LFC in the same issue. New officers and directors of the company are introduced, and proposal plan awards are listed. Walter J. Kelly, plant metallurgist, writes about the new spectrophotometer at the Lynchburg laboratory. Another interesting article tells about the foreign foundrymen in LFC plants. The editor is M. C. Elcan, Jr.

WESTERN UNION TELEGRAPH COMPANY publishes *Telegraph News*. The Berlin Big-4 conference makes the lead article for the March issue: the magazine describes the part played by Western Union in the communications arrangements. Pictures show how French visitors learned about Western Union with the aid of a translator set-up. A two-page article illustrated with drawings and cartoons as well as photographs describes the vital role played by Western Union in the purchase of Alaska. *Telegraph News* is published by Western Union at 60 Hudson St., New York 13, N. Y.

THE FIRST NATIONAL BANK OF ARIZONA puts out the *Firstarizonan*, a monthly publication of the employees. The fourteen-page magazine gives news about employees and the activities of the various branches. An ambitious dramatic production by the Bank Dramatic Club is written up in a recent issue. The Arizona atmosphere comes through to the reader with pictures of a rodeo queen attendant who is an employee of the bank, and the sun-tan shade of print and pictures used in the publication. Robert O'Bryant is the editor. The address is Box 2551, Phoenix, Arizona.

LEWERS AND COOKE, LTD. publish an interesting annual report picturing employees in the March-April issue of *Builders' Family*. Barbara Collins, the editor, has satisfied our curiosity and confirmed our theories, raised in an earlier *Personnel Jour-*

nal, by confessing that the company is located in Hawaii. Kanes, wahines and keikis, she informs us, are men, women, and children, while kau kau is food. We are grateful for the translation which will enable us to appear knowing about what may soon be our 49th state.

THE CANNON ELECTRIC COMPANY OF LOS ANGELES gets out an eight-page magazine called *The Cannoneer*. The answer column is a useful feature. One employee, for instance, asks why company picnics have been discontinued. The industrial relations director gives logical reasons. One page of pictures shows Cannoneers donating blood to the blood bank. Education aid for Cannoneers is announced in the March issue, as well as the establishment of a library for employees. Frank G. Hobart is the editor.

THE AMERICAN ROCK WOOL CORPORATION has sent us a copy of *Friendly Fibers*. An article on waste in the spring issue is written in the form of a whodunit in the well-known "Dragnet" style. A list of pictured suspects accompanies this very effective reminder. Company operations and operators are described by text and picture in another article. Mary Clashman is the editor. The general office is located at Wabash, Indiana.

ATLANTIC REFINING COMPANY publishes *The Atlantic Magazine*. The forty-page magazine, printed on coated paper, is illustrated with photographs. An interesting feature is the family album, a page of pictures of employees at work as far back as 1915, which points up the contrast in equipment used then and now. An article in the July-August 1953 number, generously illustrated with photographs, tells about thirteen retired employees in the St. Petersburg area. In the same issue an article on atomic power answers questions of obvious interest to Atlantic em-

employees about the future of the industry. Will atomic power ever compete with oil? No, say the experts! George P. Hopkins is the editor. The address is the Atlantic Refining Company, 260 South Broad St., Philadelphia 1, Pa.

THE PHILADELPHIA MAIL ORDER PLANT OF SEARS, ROEBUCK AND COMPANY has an employees' magazine called *The Spotlight*. One number announces courtesy-service contest winners and gives news around the plant. It also lists service anniversaries and publishes news from the armed services. A clever article called "Deputies wanted—Pronto" sparks a suggestion contest. Join the posse to round up the rustlers, readers are urged. Smoke out the profit robbers, is the idea, with suggestions for improved service. "Operation Numbers!" describes the function of the auditing department. Elizabeth N. Yearsley is the editor of *Spotlight*. The address is Sears, Roebuck and Company, 4640 Roosevelt Boulevard, Philadelphia, Pa.

JOHN WANAMAKER, PHILADELPHIA, issues a company magazine, *The Eagle Speaks*. The cover of one issue has pictures of employees costumed for skits to promote a big idea rally. Prizes for top sales were awarded to winners in the Big Idea Sale. The eight-page magazine also carries news of what employees did on vacation, and the parties and gifts tendered retiring employees. The job of the floor authority is described. Katharine Jones is the editor. Her office is in the store, at 13th and Market Sts., Philadelphia, Pa.

LIT BROTHERS DEPARTMENT STORE, Philadelphia, publishes the *Lit News*. A summer issue pictures the eighth retail training class graduates. Classes are held twice a week from September through June. Other volunteer courses offered by the store include textiles, human relations, and buyer's arithmetic. A course in teaching

methods is given for supervisors. Jean MacElhenney is the editor.

BENDIX PRODUCTS DIVISION, BENDIX AVIATION CORPORATION, publishes *The Bendixline* every other Friday. The eight-page news sheet carries classified ads, sports news, and pictures of employees' children. Facts about social security are presented in a recent issue. The front page of one number has headlines on an air race, and the winner of the Bendix Trophy. The editor is Cliff Webster. His office is located at Bendix Products Division, Bendix Aviation Corporation, 401 North Bendix Drive, South Bend 20, Indiana.

POSITIONS WANTED

TRAINING: Desire position of increasing responsibility in the training area. Experienced in planning and organizing training programs. 3 years industrial training. 3 years university teaching. Education includes engineering training. Age 32. Married. Reply Box 286.

SALARY AND WAGE ADMINISTRATOR: 7 years experience in wage and salary administration. Can develop, install and operate a job evaluation plan tailored to meet your needs. Successful record in plant employing 10,000. Age 37, married, degree. Salary open. Reply Box 287.

PERSONNEL ASSISTANT: M.S. Degree, psychology (August 1954), 2 years experience with well-known private research organization in job analysis, test development, and identification of training needs. Seeking opportunity with an industrial concern which advocates and practices the application and advancement of technical methods in personnel work. Vet. married, age 25, available August 1st. Prefer New England or Upper New York. Reply Box 288.

IN THE SOUTHEAST? Frankly, I like it here, too, but I'll be happier working in an all-around personnel program with mfr. of tangible products. 5 years Law practice, 2 yrs. group insurance, and other varied experience. Versatile. Can be of real value. Married, child, 32 years old, LLB degree, native Southerner. Salary open. Resume gladly sent. Reply Box 289.

ECONOMIST-STATISTICIAN: Near Ph.D. 10 years government experience in economic and industry studies. Excellent knowledge of sources and analytical techniques. Desires position with market research or economic research department. Age 36, married. 2 children. Reply Box 290.

HELP WANTED

TRAINING MANAGER: A large international transportation organization desires to add a well qualified man to its training staff. The primary duties of the position are the development and implementation of management training programs. Industrial training experience is required. In addition, line supervisory experience is preferred. Please state full particulars as to experience, academic training and salary expected. Reply Box 276.

POSITIONS WANTED

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

RECREATION DIRECTOR: Available for company-community recreation development. Experience in all phases of employee, community, and youth leisure time activities; with organizational, administrative, and supervisory abilities. M.S.W. degree in Group Work and Recreation. Age 37, married. Resume at your request. Reply Box 271.

INDUSTRIAL RELATIONS, PLANT OR CENTRAL STAFF: 5 years diversified plant and central experience with one medium size national manufacturer. Education-Training, labor relations, safety, employment, benefit plans, etc. Writing ability. Adaptable and mature. B.A., Yale. I.R. Graduate Work. Married. Seek flexible assignment with medium size concern. Living near New York City. Will relocate near other metropolitan areas. Reply Box 272.

PENSION & WELFARE PLAN ADMINISTRATOR: Interested in position as assistant to busy executive in charge of pension and welfare activities. 15 years experience with pension and welfare plans derived from employment with Social Security Administration and leading life insurance company. B.S. and M.B.A. from Wharton School; majored in industrial relations and industrial management. Age 37, veteran, married, two children. Present salary \$7,000. Reply Box 274.

INDUSTRIAL RELATIONS OR PERSONNEL ASSISTANT: 2 years experience as industrial engineer, 2 years experience in personnel research, M.A. degree in industrial and labor relations desires position with good future. Salary \$5,000. Reply Box 275.

PERSONNEL-INDUSTRIAL RELATIONS: Young practical executive and Personnel Psychologist with 4 years of responsible Industrial Relations and Consulting experience seeks new challenge. Education: B.A. Personnel Administration, Psychology; M.A. Labor Relations; Ph.D. candidate in Industrial Psychology. Proven record of accomplishments. Resume available on request. Reply Box 277.

OFFERING: Experience, Education, Stick-to-itiveness, Potential. Presently employed as Assistant Personnel Manager responsible for recruitment, placement, minor grievances, employee relations, counseling, job evaluation, etc. Seeking permanent connection with challenge, opportunity to serve, learn and develop as the primary elements. 30 years, BA Psychology, Personnel Administration. Metropolitan New York-New Jersey area. Reply Box 278.

INDUSTRIAL RELATIONS: Capable of Assuming Manager's Duties for Small or Medium-Sized single plant manufacturer. Would also consider key staff position. 4 years experience all phases both large and small employers. Manager 2½ years for metal fabricator, 450 employees. Age 28, I.R. Degree. Reply Box 279.

PERSONNEL DIRECTOR: Desires opportunity in personnel administration or training. Experience in educational and office administration, teaching and research. Doctorate in personnel. Prefer middle west or southwest. Present salary \$7200. Reply Box 280.

PERSONNEL: I have an M.A. and 6 years experience in case-work, testing and psychological consultation. I desire a personnel situation with a human relations emphasis. Write Box 281.

PERSONNEL, SELECTION, EVALUATION, TRAINING, and RESEARCH: 15 years experience in industry and government in U. S. and abroad. Ph.D. in Psychology. Presently employed but available. Reply Box 282.

PERSONNEL RESEARCH PSYCHOLOGIST: Desires position of consulting type possibly with opportunities for overseas assignments. Considerable responsible experience in this country and abroad. Married, no children. Ph.D. Available with one month's notice. Interview or resume on request. Reply Box 283.

PERSONNEL ADMINISTRATION: BA degree, year of graduate work on MA in Psychology. Training in personnel procedures such as merit rating, job evaluation, position classification, and job analysis. Training and experience in administering individual and group tests. Familiar with both mechanics and theory underlying job prediction and placement procedures. Married. Available immediately. Reply Box 285.

See other ads on page 79

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 3

Contents for July-August, 1954

<i>Conference Calendar</i>	82
<i>Editor to Reader</i>	83
<i>Articles</i>	
Wanted: More "Generalists"	John L. McCaffrey 86
Personnel Managers Mirrored	Manuel N. Brown 90
Attitude Survey Followed Up by "Feedback" Sessions	Robert H. Milligan and John E. Osmanski 92
Employee Turnover Is Costly	Francis M. Disney 97
How We Stimulated Our Executives' Growth	V. E. Clark 101
Educational Program Promotes Community Relations	James P. Nolan and Charles J. Crosby 103
<i>Just Looking, Thank You</i>	105
<i>Books Reviewed</i>	108
<i>Personnel Research</i>	Reviewed by Margaret W. Moore, Ph.D. 110
<i>Across the Editor's Desk</i>	Gleanings by Dorothy Bonnell
With the Local Personnel Associations	112
Attending the Conferences	114
Appointments	116
What's New in Publications	116
Looking Over the Employee Magazines	118
<i>About the Authors</i>	96
<i>Help Wanted and Positions Wanted</i>	120

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

JULY

- 21-24 Silver Bay-On-Lake-George, New York
Silver Bay Conference on Human Relations in Industry. 36th Annual Session.
Mr. Edward C. Brehmer, Chairman, c/o The Texas Company, 135 E.
42nd Street, New York, N. Y.

AUGUST

- 15-19 Berkeley, Calif. International House, Univ. California.
College and University Personnel Assn. Annual Conference. Donald E.
Dickason, Exec. Secretary, 809 South Wright St., Champaign, Ill.

SEPTEMBER

- 29-30 West Lafayette, Indiana. Purdue University
Oct. 1 *Purdue University*. 12th Annual Conference on Training in Business and
Industry. Prof. Harry S. Belman, Conference Chairman, Purdue Uni-
versity, West Lafayette, Indiana

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. **MULTIPLE SUBSCRIPTIONS:** Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. **CHANGE OF ADDRESS** should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. **WHERE TO SEND:** All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

THERE WAS AN ALL-DAY CONFERENCE at the hotel Waldorf-Astoria in New York. The chairs at the Waldorf are more comfortable than in most cases, but I assure you that when I came away I was tired. But, as the old saying goes, "notwithstanding".

It reminded me of a visit in Omaha with J. B. Fagot, Director of Industrial Relations of Omar, Inc. While I was with him we visited a training class which was in session, made up of district supervisors of the company. These men direct the work of driver-salesmen over a wide area and Mr. Fagot explained that they are on their feet practically all day. The trainers discovered very early in the game that these men could not sit still all day in conference, after being so active on their jobs. Consequently, the training conferences provide for a long break in the middle of the day during which the men go to the Y.M.C.A. gymnasium and get a good work-out. Along about 2 o'clock of the day I was at the conference in New York, I thought longingly of the advantages of Omar's conference break and work-out.

I FEEL DIRTY! YESTERDAY I RECEIVED A LETTER with the heading "Communist Party, U.S.A.". It was an appeal to the editor of PERSONNEL JOURNAL to "express, in whatever way you may feel is best, your own opinions, criticisms of this draft program." The "draft program" is a name for a tract—price 5¢—called "The American Way." The general idea is that this is the Communist party's "contribution" that will "create that program best suited to bringing the blessings of freedom, equality, prosperity and peace to our country and to all of our people."

The tract contains a great many noble phrases, such as "an appeal to reason, an appeal to the common sense of our fellow

Americans; we offer this program for the consideration of the working class and to Americans who are concerned with the welfare of our country." After the usual Communist appeals for "peace and freedom" we find such phrases as "economic catastrophe, fascism and cold war." Again, "The monopolists are planning to turn the approaching economic crisis to their own advantage. They are preparing to put the American people through the wringer." We are told that the monopolists are pursuing "ultimate war". There is a lot of talk about trusts and cartels, imperialist oppression, capitalist exploitation, fascist conformity and the like.

The crowning insult to any intelligent person is "What is the truth about the Communist party? . . . The Communist party advocates a peaceful path to socialism in the U. S. It brands as a lie the charge that it advocates the use of force and violence in the pursuit of any of its immediate or long-range goals."

At this moment, another batch of Communist conspirators are being remanded to jail to serve time for their conviction in open court of conspiring to overthrow the United States government by force and violence—among other traitorous acts.

One thing that you can be sure of in anything written by Communists is that the real truth is directly opposite to the statement. "Freedom" for the communists means slavery for somebody else. "Peaceful co-existence" means that others may live on sufferance and at the pleasure of their murderous Communist masters.

If you have ever read the Marxism-Leninism doctrine you know that any means, however violent or criminal, justifies the "glorious" end of Communist dictatorship.

It is unbelievable that we have reached

the stage where a handful of satanic monsters are able to force their will on a large part of the world, and continue to pursue the ravishment of the rest of the world—and with no small chance of success.

The Communists' frequent excursions into the topsy-turvy land of stupidity is hard to understand. I am sure that "the Party" will find plenty of dupes who will echo their call for "jobs—peace—democracy", as it says on the front of the tract. I am not one of them. Instead, I feel just plain dirty at having been in any contact at all with Communist affairs.

MY MAIN OCCUPATION IS ADVISING CORPORATIONS on management problems. Anything that looks like a management weakness, therefore, disturbs me. I recently heard a vivid tale of the declining vigor of an old New England company whose management is now in the hands of the third generation—plus a few trust companies. Management of this company is plodding along in the old groove, not being able to adjust to the changes of the present day. It is a grave case of what might be called "management arthritis", and is very likely to prove fatal.

SOME PROGRESS IS EVIDENTLY BEING MADE in editing the PERSONNEL JOURNAL in such a way as to make it, above everything else, readable. Mr. Theodore R. Lawson writes from Los Angeles to say, "Being currently employed as Personnel Assistant at one of the national meat-packing companies in Los Angeles, I find your JOURNAL both interesting and informative. Its greatest virtue is, I believe, the shortness and conciseness of the articles while at the same time retaining the highest degree of quality. As one whose time is strictly limited, I doubly appreciate the value of short yet well written and timely material." It is always gratifying to know that we are achieving some success along the lines of our efforts.

NEWELL TERRY IN OUR MAY ISSUE asked for readers' suggestions of a better name than "non-union" or "non-organized" to designate employees who do not belong to unions. He doesn't like these negative terms. Frank H. Stewart of the Personnel Division of Wilson & Co., Chicago, obliges with the suggestion of "independent employees". To us, that sounds reasonable—union members, and independents. The name has the ring of sturdy self-sufficiency. Can anyone think of a better?

TERMINOLOGY IN THE PERSONNEL FIELD is a recurrent topic with readers. Recently, G. C. Dressel of Glen Ellyn, Illinois wrote as follows:

"Regrettably, in the personnel field our terminology is far from being standardized, and terms significant to personnel people in one company may have little meaning in other industries. I realize this makes for a difficult editorial job, in order to be sure that the terminology used by an author is always understood by the readers as intended.

"In your September, 1953 issue, however, I found a rather vaguely used term both in the title and body of an article—"Appraising Performance of Exempt Personnel"—by David C. Spooner, Jr. of General Electric Company. I have particular reference to the use of the word "exempt", for neither from our experience at Western Electric Company, nor from Mr. Spooner's article, have we been able to fathom just what manner of exemption is meant. I would greatly appreciate clarification on this point."

Here the word "exempt" applies to the distinction between employees who must receive over-time and those who are exempt under the Wage and Hour regulations. This answer will seem obvious to a good many readers, but I frequently use the term and am sometimes surprised to find that the listener does not understand what I mean.

It is difficult to standardize terminology in any field and any such standardization is based on current usage. Any readers who care to comment will have a good audience.

THE DISINTEGRATING EFFECT OF INDUSTRIAL SPECIALIZATION has been a subject of concern for a long time. The "Labor Management Panel" of the University of San Francisco carried two quotations on this problem in its February issue. The first is from "The Making of a Moron" by Brennan and the second from "Social Justice Review" by Liam Brophy.

The quotation from Brennan is this: "The whole man needs employment and the wholeness of man is more complicated than we think . . . The less of the whole man employed on the job, the more dangerously turbulent becomes that part of him which is not being used . . . This form of specialization is one of the fastest ways of making a moron out of a man . . . The assembly line experts are constantly seeking simpler and smaller processes so that they can use less and less of the whole man . . . Since the whole of a man must be on the job, he must inevitably become a restless revolutionary, a moron or a saint."

Mr. Brophy's quote is: "The root causes of labor unrest, then, are to be found in the nature of work itself as it is performed in modern enterprise. A revaluation of labor is urgently necessary as part of the social and economic policy of management. This does not imply putting the clock back, nor is it impossibly Utopian. Very satisfactory results have been achieved in 'job-enlargement' plans in factories of the U.S.A., where workers are given an increasingly greater part in the production of goods . . ."

A number of corporations have had successful experience with projects for retreating from the policy of specialization to one in which the workman does all the variety of detailed duties which makes his job more of a "whole". There is plenty of

room for more of this new trend, which will add much to the satisfaction of people working in industry.

I HAVE MORE THAN ONCE COMMENTED on the attempts of organized labor to keep employees out of plants by means of mass picketing, secondary boycotts and other fascist procedures. I have also commented on the laws of a number of states which prohibit most of these practices and which constitute in effect a "right-to-work law". It is gratifying, therefore, to see that the Supreme Court has recognized that legislation not specifically covered by Federal statute is left in the hands of the state legislatures. Specifically, the Santa Fe railroad employees, who were appealing to the courts to be relieved of the necessity of joining unions not of their choosing, have been upheld.

NOT LONG AGO SECRETARY OF DEFENSE WILSON, in answer to a question about what orders he gave to one of his subordinates replied, "You don't give a responsible executive detailed instructions; you just say, 'Well, this is your job, go ahead and handle it.'"

One of the hardest things to learn in business is the necessity for delegation. That doesn't mean washing your hands of the problem, either, which is one of the things that makes delegation difficult.

Unfortunately, it is easier to delegate to some people than to others. A growing executive is one who can accept delegation and proceed to the satisfaction of his chief; as good a way to get ahead as I know of.

Ned Hay

Wanted: More "Generalists"

By JOHN L. McCaffrey, President
International Harvester Company, Chicago

THE PRESIDENT of a modern company often seems to me like the ringmaster of a thirty-ring circus. We sit at our desks all day, while around us whiz and gyrate a vast number of special activities, some of which we only dimly understand. And for each of these activities there is a specialist person.

We have engineers of assorted kinds. We have lawyers of many breeds, from patents to admiralty. We have market analysts and sales engineers and industrial relations experts and credit men and research metallurgists and time-study engineers. We have accountants and economists and statisticians. We have purchasing agents and traffic men and chemists.

All of them, no doubt, are good to have. All seem to be necessary. All are useful on frequent occasions.

THE PRESIDENT PICKS A "TOOL"

But it has reached the point where the greatest task of the president is to understand enough of all these specialties so that, when a problem comes up, he can assign the right team of experts to work on it. We have a lot people like Ed Wynn's famous painter who only painted boats and not horses, and when a customer insisted that he do a picture of his horse, the painter said: "Well, all right. But it's gonna look like a boat."

The president is like a man confronted by an enormous tool bench, who only hopes that he can pick the right screw driver for a particular special job. There must be others like me, who sometimes wish for a good old-fashioned jackknife with twelve blades and a corkscrew that could handle almost any job in passable fashion.

One of top management's biggest problems is the development of specialists into well-rounded "generalists" who can handle high staff jobs successfully. The author explores the problem in this somewhat abbreviated version of a talk he made to the graduating class of the University of Chicago's "Executive Program" in June 1953. The title of his talk was "What Presidents Think About at Night".

Because business has wanted these specialists, the colleges and universities have produced them by the thousands. If we need a good cost accountant, one is available. If we want an industrial psychologist, he can be had. If a man is needed to estimate a market potential with the latest scientific methods, he will be on tap.

WANTS MEN WITH GENERAL SAVVY

And that's fine, as far as it goes, but it still doesn't let the president sleep at night. The president has no great problem in finding men to run a section or a department, where one line of work is followed. But he tosses plenty over the problem of finding executives who have wider knowledge, more general savvy, and enough background of the right kind to run a whole group of things.

What are the plus and minus factors in specialization, as it applies to management men?

On the plus side, the great advantage is that, by limiting his work to a relatively small area, the man becomes a genuine

expert on that area. Many detailed improvements are possible as a result.

By specializing from the start, in education and in work, he greatly reduces the time and expense which his employer would otherwise have to devote to his training.

By coming as a ready-made specialist he is more useful at an earlier time than he would otherwise be, and this tends to give him a larger income at a younger age than the average man. That's an attraction to him and is one of the reasons why he specializes.

SPECIALIZATION NARROWS A MAN

What are the disadvantages?

The great disadvantage, of course, is that specialization produces a man with limited knowledge and limited interests and experience, except in rare instances.

The world of the specialist is a narrow one, and it tends to produce narrow human beings. The specialist usually does not see over-all effects on the business. And so he tends to judge good and evil, right and wrong, by the sole standard of his own specialty.

We have all seen the credit man whose big interest in life is not the making of good sales under variable conditions but simply the ratio of past-due paper and the possibility that at some future time, on a particular deal, he might be criticized.

We have seen the time-study man who clings so firmly to what he regards as a principle that he just doesn't care whether it meets ordinary human standards of fairness, or whether his actions shut down a three-thousand-man plant.

We have seen the salesman who expects complicated machines to be redesigned in a week whenever one of his customers has a whim and who bitterly blames engineering if it doesn't happen that way. Or the engineer who knows what is good for the customer, even if the customer doesn't like it. Or the manufacturing man

who can't understand why we won't pour more millions of dollars into his plant, even though the product is already losing money.

We have seen the industrial relations man for whom life begins and ends with a legalistic interpretation of the union contract and who never looks past the grievance committee, gathered around his desk, to catch a glimpse of the human individuals who work in his plant.

NARROW VIEW BLOCKS PROGRESS

This narrowness of view, this judgment of all events by the peculiar standards of his own specialty, is the curse of the specialist from the standpoint of top-management consideration for advancement. Except in unusual cases, it tends to put a road block ahead of him after he reaches a certain level.

This presents a problem to the president in building his top organization. Because of the trend of the times, he finds that he has more and more specialists and fewer and fewer general executives just below the top level. Some of these specialists he simply cannot promote. And even with the others, if he does promote them, he has to ask them to make a sudden and radical change in the thinking and acting habits of a lifetime.

It may or may not present a problem to the specialist himself. In most cases, I believe it does. There are men, of course, who, after achieving reasonable eminence in their specialty, ask nothing more of life. But among men of real ability, specialists or no, we usually find ambition to advance. And, in such cases, specialization can produce a considerable degree of frustration.

This is because at some time almost every specialist reaches a point where he realizes—or he may even be told—that he can go no higher, ever. Under those circumstances such a man does one of three things, depending on age and individual character. He either quits and goes elsewhere, or he sits on his hands until pension age, or—

very rarely—he starts out to make a different kind of person of himself, a project in which he may or may not succeed.

MANY SPECIALISTS NOT PROMOTABLE

So we have a two-horned problem. There are many specialists whom the president simply cannot promote. And, because they are not promoted, there is a natural tendency for the mature specialist to become somewhat sour.

There is another fact about the specialist which is a problem to him and therefore to the organization. It arises from the very fact that he knows more about his specialty than his superiors or anyone else in the business.

This situation frequently arises: a problem comes up related to his special field. He produces a solution which is entirely satisfactory from the standpoint of good practice in his specialty. But then the higher management won't buy it. They do something else instead.

This can happen either because the specialist has failed to explain and sell his solution adequately, or because he did not take into account other factors of the problem which might lie outside his special field.

MORALE OF SPECIALISTS SUFFERS

To put it bluntly, such a situation can occur either because top management knows more than he does or because it knows less. In either case, the result on him is the same. His advice has been disregarded and his judgment overruled. That will seldom make him happy.

In this area probably lies a good part of the cause for a new note which has begun to creep into some of the studies of corporate management—the beginning of concern about the morale of what is called “middle management,” which includes nearly all the specialists and is largely composed of them.

The top men operate high, wide, and handsome. The decisions are theirs, so their attitudes are usually good. In spite of frequently expressed concern about attitudes of foremen and other first-line management men, it is a fact that the first-line men have specific duties and responsibilities, and they are at the point where things happen. In spite of their normal griping, they have the relief of taking personal part in action.

This man in the middle of the management pyramid, however, neither makes the decisions nor carries them out. He finds it easy to feel that his judgment is neither sought nor honored, that his training and experience are ignored, and that he does not participate to any real degree in the management of the corporation. He often feels, and he frequently says, that he is just a high-priced office boy.

Now those are some of the reasons why many a president lies awake at night. How can he maintain the interest of, and get full advantage from, the specialists who are too specialized to promote? On the one hand, the company absolutely requires the skills of the specialists in order to carry on its complicated operations. On the other hand, the president has to get future top management from somewhere. And that somewhere has to be largely within the existing company, if he is to have any management morale at all.

WHAT CAN BE DONE ABOUT IT?

The problems are easy to describe. But the ground becomes uncertain and the atmosphere cloudy when someone raises the simple question: What will we do about it?

One answer that has been offered is to start with the educational processes that take place before the man goes to work. Recently we have seen, as an example, some attempts made by engineering and other technical schools to give a larger part in their courses of study to the liberal arts

subjects, to try to produce an educated man as well as a trained engineer or doctor or whatnot. I think that is a hopeful trend.

We have also seen in recent months a number of speeches by corporation officials, pointing out the necessity for rounded education and underlining the importance of the liberal arts college for the future, not only the future of business but also of this country. The nation, like the corporation, suffers from this problem of too much specialization.

Unhappily, it appears that we company presidents are not practicing what we preach in this regard. True, some of us have been giving money to support liberal arts colleges, but we have not been offering jobs to such graduates.

Fortune magazine last month recounted some of the actual experiences of educational institutions with business recruiters who came to the campus looking for talent.

At Yale University, for example, in 1950 only 18 out of 66 corporation talent scouts were willing to talk to arts college graduates. In 1951 it was 15 out of 91. And in 1952 it was 16 out of 117.

At the Johns Hopkins University in 1952 only 16 out of 200 scouts had any interest in the liberal arts man as compared with the engineer, the chemist, or other specialists.

HIRING PRACTICES AGGRAVATE PROBLEM

So we are obviously not making progress in that field and will have to change our approach before we do. These graduates are bright young men with a natural desire to eat. They see what is happening. And, however much we may cry about overspecialization, we'll get more and more of it so long as our hiring policies are not in tune with top-management thinking and talking.

Another answer which has been proposed is to catch the specialist after he is in industry but while he is still young enough to respond and try to give him a

wider training, a broader outlook—to take him away from his tree and show him the forest.

This has sometimes been attempted by means of coaching, as it is called. Coaching consists basically of selecting promising young men and moving them around through different functions of a business, letting them stay long enough in each to get a real feel of it. Its advantage is that it teaches through experience and not just through precept.

One of the difficulties, however, is that it soon becomes obvious to everyone that certain people are on the coaching list while others are not. You create a sheep-and-goats division among your younger men, and the goats don't like it a bit. Mistakes are also made, of course, and sometimes a sheep turns out to have goat blood in him.

Still another answer to the same problem has been training of the sort you men have been receiving at this university. The theory is something like this. The employer says:

"Here's a younger man who has a record of accomplishment up to now. There may be something wrong with him that we don't yet know, but, as matters stand, he looks as if he had the possibility for future development. Maybe he has. Maybe he hasn't. Training can't hurt, and it may help a lot. So we'll give him the training, give him the chance to grow, and then wait and see what happens."

LATER TRAINING BROADENS SPECIALISTS

My personal view happens to be that this is the most promising of the approaches to the problem and that results so far have justified it, in my own company, at least.

By one means or another, we need to produce a type of business executive who, after carefully learning that all balls are round, will not be completely flabbergasted the first time he meets one that has a square side.

And he will meet them, for we live in a complicated world—a world that has spiritual and moral problems even greater than its economic and technical problems. If the kind of business system we now have is to survive, it must be staffed by men who can deal with problems of both kinds.

Businessmen today, and in the visible tomorrows, will need to know how to earn a profit and why it is good for everyone that a profit should be earned. That's obvious. They also need to know how to get along with, and direct the efforts of, other human

beings, both individuals and groups. And, finally, every businessman needs to know enough about the society in which he lives and operates so that he can follow its changes intelligently, adjusting himself and his enterprise to changing conditions, and making sure that his business serves its most useful purpose for society.

Those are some of the problems that you will think about at night when you are president. I congratulate you all again, and I sincerely hope that you will find better answers—and get more sleep—than I have.

Personnel Managers Mirrored

By MANUEL N. BROWN

Chief Counseling Psychologist

Veterans Administration Hospital, Vancouver, Wash.

WHAT ARE THE interests and personality traits of personnel managers? How do such men differ from those in other occupations, and from men in general? These questions are answered to a considerable extent by research using two interest inventories, the Strong Vocational Interest Blank and the Kuder Preference Record.

The Strong Blank reveals that in their interests personnel managers most closely resemble men successfully employed in social welfare. Considering only correlations above .50, the preferences of personnel directors correlate .70 with those of YMCA secretaries, .61 with social science high school teachers, .57 with YMCA physical directors, and .51 with city school superintendents. This suggests that personnel men have a fairly strong inclination toward helping people with their social problems.

Personnel managers least resemble physicians and dentists in interests, correlating $-.51$ with each of these two professions. If negative correlations between $-.30$ and

How do good personnel directors differ from good executives of other kinds? This brief analysis could be useful if you're testing a young man and advising him about taking up personnel work as a career.

$-.50$ are considered, we also find that personnel directors are quite different in their make-up from persons successfully employed as farmers, chemists, engineers, physicists, mathematicians, architects and artists.

In his research on interests, Edward K. Strong found that personnel managers rate very high in interest maturity. Of 34 occupations on which he gives ratings, personnel managers scored among the three highest in maturity of interests.

Strong learned that there was no significant correlation between intelligence,

psychological masculinity and level of vocational aspiration on the one hand, and being in personnel supervisory work. The correlations were respectively $-.02$, $-.06$ and $-.10$.

Kuder reports two investigations which agree very closely with each other, and with Strong's results, about the types of activity favored by personnel managers. In order of preference, these are: (1) Social Service, (2) Persuasive, (3) Literary, (4) Musical, (5) Clerical, (6) Computational, (7) Scientific, (8) Artistic, and (9) Mechanical.

The writer compared the Kuder profile of personnel managers to those of managers in other positions, and of persons employed in counseling and vocational rehabilitation. In order of similarity, personnel managers compare with these men as follows: (1) vocational counsellors, (2) employment and personnel relations men, (3) sales managers, (4) retail managers, (5) district supervisors of vocational rehabilitation programs, (6) business managers, (7) farm supply store managers, (8) industrial organization managers, (9) drugstore managers and pharmacists, and (10) production managers.

PERSONNEL MANAGERS DIFFER GREATLY

It is evident from this ranking that personnel men are distinguished more by their interest in the vocational problems of persons than they are in supervisory or managerial work as such.

In the April 1953 issue of the *Personnel Journal*, Dr. Dale Yoder writes that personnel managers have no distinctive professional or personal traits. He believes that their interests are not very different from those of undertakers, for instance, and that preference for working with people is not particularly a characteristic of persons in personnel work. Strong has found that morticians more closely resemble men employed in business and office work than in

personnel work. On the Kuder Preference Record, personnel managers appeared to differ very significantly from "men in general" by their high interest in persuasive, literary and social service activities.

BETTER SELECTION OF PERSONNEL MEN COULD MAKE PROGRAMS MORE EFFECTIVE

In short, personnel men are much more interested in people than in things, which could be expected. Business concerns sometimes appoint men to direct their personnel programs on the basis of merit in production, sales or general executive ability. By doing so, they limit the potential effectiveness of such programs in preventing personnel turnover, job maladjustment and poor employee morale. The top-flight personnel worker requires professional training in the social sciences and genuine capacity for good personal relationships.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.

With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.



Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Attitude Survey Followed Up by "Feedback" Sessions

By ROBERT H. MILLIGAN
Company Supervisor of Employment
and JOHN E. OSMANSKI
Director of Personnel

Crucible Steel Company of America, Pittsburgh

FOR A LONG TIME, communications was a one-way street—downward, from top management to the lowest level of management. Little, if any, attention was paid to the need for communications from the lower to the higher levels. All too often, directives, programs and plans were passed down without any regard to whether they were favorably received or even adequately understood.

With increased understanding of the effect of attitudes upon production, management began to realize that, to be of real value, communications had to be a two-way exchange of understanding and ideas. Consequently, a great deal of time, money and energy has been devoted to the development of effective methods to promote this two-way exchange. One of the most common and effective methods is the opinion or attitude survey. Such surveys have been used by many companies with considerable success, resulting in not only more effective communications but closer relations between the levels of management. Of greatest importance is the increased identification of lower management with the management team and decreased alignment with the worker group.

Although the opinion survey proved effective, too many concerns failed to act on the survey results. Merely to explore management opinions and attitudes is not only of little value, but it can accentuate any existing unfavorable feelings. The

The trouble with many attitude surveys is that, as far as company people can see, nobody does anything about faults that are uncovered. When that happens, it's worse than if no survey had been taken. The authors tell what they found by means of a survey, and what they did about it, by what methods.

opinion survey, to be of genuine value, must be followed up by positive action. That action can take many forms. It can be a change of company policy, an improvement of working conditions, or effort to increase and improve understanding of existing company policies, programs and plans.

In recent years, the Crucible Steel Company of America has undertaken a program of internal improvement to cover all of the company's activities. Millions of dollars have been spent to improve the physical facilities at each of its five major steelmaking and fabricating plants.

Realizing that improved physical facilities alone do not result in coordinated industrial effort, considerable energy has also been devoted to improvement in other areas. These areas include sales, metallurgy, purchasing, labor relations, safety, suggestion program, training, employment, and

salary administration. An inventory was made of the feelings of all management people toward company policies, practices, programs, working conditions and personal relationships. The inventory was used to: (1) Determine the effectiveness of the management team, (2) Improve policies and practices, (3) Determine training and information needs.

MECHANICS OF OPINION SURVEY

The inventory, or opinion survey, was submitted to nearly 1200 management people, including foremen and supervisors, at all levels and locations of the company. The questionnaire was entitled "Let's Look at Our Supervisory Jobs". In order to insure anonymity, the following steps were strictly adhered to:

1. No names were used anywhere.
2. Completed questionnaires were collected, sealed and mailed to the Psychological Service of Pittsburgh (an independent consulting firm) by volunteers from each group.
3. Psychological Service transferred the data to IBM cards and destroyed the questionnaires.
4. The tabulation and analysis of results was also done by Psychological Service.

Each participant was asked to indicate his department, plant, management level and pay category (salary or hourly). This information was necessary to make comparisons and notations of location and level differences.

The questionnaire contained 97 individual items and covered these major areas:

1. Working conditions
2. Salary Administration
3. Personnel practices
4. Welfare programs
5. Training
6. General practices
7. Communications
8. Interdepartmental relations
9. Immediate boss

10. Other supervisors
11. Safety
12. Suggestion plan
13. Local management
14. Top management
15. The local office (or plant) as a place to work
16. Crucible as a place to work

Respondents were asked to indicate how they felt about each of these items on a five-point scale with gradations of *strongly favorable*, *mildly favorable*, *neutral*, *mildly unfavorable* or *strongly unfavorable*. They were also requested to write detailed comments on five items about which they felt the most strongly (either favorable or unfavorable). They were asked to add "for instances" with each comment, thus clarifying their comments by definite examples.

WHAT THE PEOPLE WERE ASKED

In regard to Salary Administration, the participants were asked how they felt about their *salary or wage levels* and the *increases* that they received. Some of their comments were: "Our salaries are often out of line when compared with other salaries paid in the company." "There should be a bigger difference between pay of a supervisor and his assistant." "We should be paid for overtime work."

In regard to the company Welfare Programs, they were asked how they felt about the *retirement and pension plans*, the *sick pay and disability provisions* and the *group life insurance*. Comments in this area included: "Pensions are too slim to live on." "We would like the opportunity to pay toward our pensions." "The plan isn't well explained to employees."

Concerning the immediate boss, they were asked: "Does he get along with the people he supervises?" "Does he understand personal problems?" "Does he inspire his men to do their best?" "Does he give clear instructions?" "Can he make decisions promptly?" "Does he take time to listen to his men's job problems?"

Regarding local and top management, they were asked: "Do you see enough of your management?" "Is management concerned enough with safety?" "Does management participate enough in community affairs?" "Is management progressive?"

The results of the opinion survey were scored as follows: An item was considered in a "Most Liked" category if:

1. 50% or more of all supervisors checked it "Strongly Favorable"
2. 10% or less of all supervisors checked it "Mildly" or "Strongly Unfavorable".

An item fell in the "Least Liked" category if:

1. 40% or more of all supervisors checked it "Mildly" or "Strongly Unfavorable"
2. not more than 25% of all supervisors checked it "Strongly Favorable".

These criteria were determined statistically sound by the Psychological Service of Pittsburgh which conducted the study.

GENERAL STATEMENT OF RESULTS

Although there were variations from plant to plant regarding which items were "Most Liked" and "Least Liked", there was some consistency. Almost without exception, the items of Salary or Wage Levels and the Retirement and Pensions Plans fell in the "Least Liked" category. Other items that ranked unfavorable among most company supervisors were Salary Increases, Wash Rooms and Locker Rooms. There were many items that were "Most Liked" by the majority of supervisors throughout the company. Those items included: (1) Company emphasis on safety, (2) The Company newspaper, the "Crucible Steelman", (3) The Company "Management Newsletter", (4) The Annual Report, (5) The plant as a place to work, (6) The Company as a place to work, (7) Immediate supervisor's activities, (8) The Company Group Life Insurance Program, (9) Miscellaneous communications' literature, and (10) The progressiveness of management.

Generally, Crucible's top management was pleased with the results of the survey, which indicated a favorable attitude toward many of the company's policies and programs. There was concern, however, about those areas to which supervisors reacted unfavorably. The concern was not passive anxiety, but active intent to do something about the situation.

A follow-up was planned. The first step in the follow-up of the survey was the publication of the results. Each survey respondent at each location was given a printed copy of the survey results, entitled "Let's Look at Your Supervisory Jobs". This booklet included survey findings for the specific plant as well as for the company.

Crucible's management knew that most of the items that fell in the "Least Liked" category were areas in which the company ranked among the best in the industry. Consequently, it was obvious that survey participants either had inadequate, incorrect, or no knowledge about Crucible's programs in comparison to those in the rest of the industry.

HOW THE SURVEY WAS FOLLOWED UP

To correct this situation, it was decided to conduct a series of "survey feedback" training sessions for all Crucible supervisors. The sessions were conducted at all Crucible locations, with about 20 supervisors attending each of the hour-and-a-half to two-hour conferences. Each group of supervisors attended three meetings at two-week intervals, with each conference being devoted to those areas that fell in the "Least Liked" category.

The content of the training sessions was prepared by the Employment and Training Section of the Industrial Relations Department, working with company specialists in each of the unfavorable areas. Flip charts, blackboard illustrations, special booklets, case illustrations, slides, and panel discussions were used to promote discussion in each group.

All supervisors were encouraged to raise any question regarding the areas they liked the least. In order to have their questions answered "right from the horse's mouth", various company and outside experts were present at all sessions. These included the Vice President, Industrial and Public Relations, the Chief Industrial Engineer, the Safety and Suggestion Director, the Assistant Secretary who is in charge of the administration of the Welfare Benefits Programs, the Director of Employment and Training, and representatives from Crucible's actuaries, Towers, Perrin, Forster & Crosby, Inc.

EXPERTS ANSWERED SUPERVISORS' QUESTIONS

These persons encouraged the supervisors to "pull no punches" and every effort was made to disseminate the information and knowledge which was apparently lacking. There was no attempt to restrict the questions. In one plant, the time schedule proved too tight and additional sessions were scheduled at the supervisors' own request. The entire "feedback" program took slightly over two months, with about 50 separate meetings.

The reaction to the "feedback" was immediate and favorable. Comments like these were received from all levels of management: "I never understood the program before." "This is the first time it has made sense to me." "It looks like top management really does care what we think." "It has meant a lot to me to see the company spend the time, money and effort to help my understanding." "An excellent training program." "We've needed this for a long time."

Comments such as these were, of course, welcome to top management. But in order to determine the true effectiveness of the program, a second survey was administered to all supervisors. This survey was much smaller than the first, but it repeated those items of the first survey that

were "Least Liked", and were covered in the training sessions. In addition to these items, the Post-Training Survey sought reactions to the training sessions themselves. This part of the survey asked the participants to check whether the sessions:

1. Were poorly handled
2. Increased knowledge effectively
3. Were handled satisfactorily, but demonstrated nothing new
4. Increased knowledge a little, but not enough

We hoped that the second survey would determine to what extent attitudes had changed, how much the supervisors felt they had learned, and the reaction to the method of handling the survey results.

The results of the Post-Training Survey indicated that the efforts of management were worth while. There was an appreciable growth of favorable attitudes in *all* the areas covered by the training conferences. There was a general movement of attitude on all items, unfavorable to favorable, with company-wide changes as high as 27%. The item that showed the most pronounced growth in favorable attitude was the one which was the most unfavorable in the original survey, that of the retirement plan. The table below shows that growth:

	Original Survey	After Training
Strongly Favorable.....	18%	37%
Mildly Favorable.....	28	39
Neutral.....	10	9
Mildly Unfavorable.....	20	10
Strongly Unfavorable...	24	5

With respect to the company Welfare Benefits session, 69% of those who attended said, "It gave me a good understanding of these Welfare Programs"; 21% said, "It added little to my understanding"; 7% said, "I understood them before"; 3% said, "I am as confused as ever".

Another item that showed an encouraging growth in favorable attitude,

and which was very unfavorable on the original survey, was that of "Salary or Wage Levels". The table below shows attitude changes on this item.

	Original Survey	After Training
Strongly Favorable.....	9%	23%
Mildly Favorable.....	23	36
Neutral.....	13	13
Mildly Unfavorable.....	29	18
Strongly Unfavorable...	26	10

About the Salary Administration Session, 69% said, "It gave me a good understanding of Crucible's plan for management salaries"; 21% said, "I learned a little but not enough"; 8% said, "I am as confused as ever"; 2% said, "This session contained nothing I didn't know before".

The reactions of the supervisors to the individual sessions as well as to the method of survey "feedback" were overwhelmingly favorable. Eighty-seven per cent of all supervisors indicated they felt the feedback was either excellent or better than any method heretofore used. Their responses showed that a considerable amount of information was communicated and received.

In order that the participants them-

selves would be fully aware of the over-all results of the conferences and the Post-Training Survey results, a second booklet, entitled "A Second Look", summarizing the results, was printed and distributed.

While the Post-Training Survey was being submitted throughout the plants, it was decided to select a control group that had *not* attended training sessions in the belief that this might give a truer indication of how much growth in favorable attitude was due to training and how much could be attributed to other factors. It was found, when the control group results were compared to the other groups, that a greater growth in favorable attitude did occur in the latter. However, the results of the control group were discarded because it was felt that the two groups were too different.

Looking back upon the two surveys and the training conferences, Crucible's top management believes that an effective method of two-way communications was successfully achieved. It is felt that this program has helped lower management levels to feel a part of the Crucible management team. In our judgment, this feeling is largely responsible for the success of our continuing management training programs.

About the Authors

John L. McCaffrey became President of International Harvester Company, Chicago, in 1946. His rise to that post was in the best American tradition: he started with the company as a sales trainee at \$40 a month in the Cincinnati sales office at the age of 17 in 1909, and was successively salesman, sales manager, vice president in charge of sales, and member of the board of directors in 1941. As far as we can find, he never went to college, but now has at least one honorary degree. Mr. McCaffrey is a director of several companies other than his own, including A.T.&T. and the Harris Trust & Savings Bank of Chicago.

Manuel N. Brown received his Ph.D. in

clinical psychology at the University of Portland in 1951. For the past six years, he has been Chief Counseling Psychologist at the VA Hospital, Vancouver, Washington. Dr. Brown is an associate member of the American Psychological Association, a professional member of the National Vocational Guidance Association, and a fellow of the American Association for the Advancement of Science.

Robert H. Milligan is Supervisor of Employment with the Crucible Steel Company of America, Pittsburgh. He joined Crucible in 1951 as a Training Coordinator, following em-

(Continued on page 100)

Employee Turnover Is Costly

By FRANCIS M. DISNEY
Acting Director, Personnel and Administrative Planning
Housing Authority of Baltimore City

HOW TO EMPLOY the right person for the right job and then to keep that person on the job are problems which a management, like that of the Housing Authority of Baltimore City, needs to control in order to keep labor costs down. Obviously, if there were no turnover, and good workers were in all jobs, the management could do away with the employment office, orientation training, pre-employment physicals and so on.

However, employee turnover will always be with us. It was to learn more about it that we made a study of turnover during the first six months of 1953. We sought answers to these three questions: (1) How much does turnover cost us? (2) What causes turnover? (3) What could we do to reduce it? At the outset we explained our purpose and the methods we would use to our entire central office staff and to all housing managers and field supervisors. After that, an explanatory letter was mailed to each supervisor with a questionnaire.

TURNOVER COSTS BROKEN DOWN

First we broke down turnover cost factors as far as possible. It was already known that the most costly item was the expense of training a new person to fill a vacancy. Entering into this was the non-productive time of both the new worker and the supervisor while the new person learned to do his job. Supervisors were asked to estimate the amount of such time required to train new people in positions they supervised. We have reason to believe their estimates were fairly accurate, erring on the conservative side if at all. These are the figures:

At least twelve things contribute to the cost of employee turnover, which in this instance amount to \$145 for each clerical position filled. The author, on the basis of his findings, discusses the causes of turnover and speculates how to reduce it. He decided that a pay increase after six months was not the answer.

Classification	Nonproductive Time	
	Employee	Supervisor
Administrative	88.6 hours	20.4 hours
Clerical	44.75 hours	8.1 hours
Maintenance	6.5 hours	1.95 hours

Many supervisors seem to underestimate the time and cost involved in training new workers. One reason for this is that training doesn't necessarily occur only within the first few days or weeks. Many work functions are cyclic or seasonal. Since they may arise months after the new employee starts, supervisors are apt to forget that the necessary training should be considered non-productive training time. For example, a typist is hired during the spring to type letters, to file correspondence, and to do general clerical work. The next fall the typist may be asked to do special computational work and typing on the new budget. This function obviously requires training, much of which involves non-productive time for both the girl and her supervisor.

Complete records were maintained dur-

ing the six months period. Including the item already discussed, costs were figured monthly by the personnel staff on these twelve factors:

- (1) Supervisory interviewing time.
- (2) Personnel Staff workers' interviewing time.
- (3) Testing time.
- (4) Cost of Physical Examination.
- (5) Travel time from the Central Office to a project.
- (6) Travel time to and from the doctor's office.
- (7) Orientation Training costs.
- (8) Nonproductive training on-the-job of supervisors and new employees.
- (9) Recruitment advertising costs.
- (10) Payroll unit processing costs.
- (11) Personnel staff processing costs.
- (12) New employee processing time costs.

To maintain cost records was relatively simple. We kept separate work sheets for each vacant permanent position. After a job was filled these sheets were merged into one master record. Records were made only for permanent jobs filled as a result of turnover.

During the previous year turnover had amounted to 16% of the permanent payroll, with the greatest movement among laboring and clerical workers. Turnover of three main groups was considered, and the average cost of turnover for these groups was:

- | | |
|------------------------------------|--------|
| 1—Administrative and Professional— | \$301. |
| 2—Clerical | — 144. |
| 3—Maintenance and Laboring | — 36. |

The average cost for each filled position was \$145. It must be observed, however, that no executive positions were included in the study. The cost of replacing a skilled, high-level executive might well run ten or fifteen times that of a clerical worker.

Total turnover costs for the first six months of 1953 amounted to slightly more than \$6,500; for the entire year of 1952, the cost was almost \$11,000. Are the costs too

high for an organization of approximately 550 employees? We don't know yet.

Turnover costs will vary from year to year due to variations in the labor market. In a tight market when jobs exceed available workers, costs will be high. In times of depression or recession turnover will be greatly reduced. At this time, turnover in our agency is averaging about 16% of our annual payroll.

In addition to the direct cost of turnover, an employer is faced with another problem caused by employee separations. Frequently, there is an appreciable lag between the time that an employee leaves and a qualified replacement is hired. Our study indicated that it required an average of three weeks to fill an administrative job (below the executive level); eleven days to fill a clerical job; and one week to fill a maintenance or laboring job. Too often employees leave without giving sufficient notice, and their absence can cause some hardship on their supervisors and co-workers. This can also cause some expense when it is necessary for other employees to work overtime to make up work previously performed by the departed employee.

A FEW OF THE HIDDEN COSTS

There are a number of hidden costs connected with turnover not shown in this report. For example, training is frequently conducted by fellow-workers in addition to that done by the supervisor; the discussion time spent by a supervisor and his subordinate when the supervisor attempts to dissuade the employee from voluntarily leaving his job; the discussion time consumed by a supervisor and a member of the personnel staff prior to recruitment for a new worker; and, of course, the non-productive time of any office or shop occasioned by the appearance of a new worker. A normal work routine is upset by the appearance of new faces; not necessarily female faces.

As for the second purpose of our study, determining the causes of turnover, it was

learned that the heaviest turnover generally occurs during the first year of employment, usually within the first six months. Of course, much turnover at this stage is occasioned by employer action rather than by voluntary action on the part of the new employee. Yet, a fairly substantial number of employees leave of their own accord.

Interestingly enough, we were able to make some use of our turnover cost data immediately. The Housing Authority's increment plan permits a salary increase once a year until the grade maximum is reached. To combat turnover among new employees, we considered the possibility of granting salary increases after the first six months of employment. We first analyzed all of the resignations occurring within the first year. Approximately one-third of these were due to financial reasons. Because of this low percentage, we hesitated to install a new increment system which would increase the salary range payroll cost by .6% and still might not produce the desired results.

After studying our turnover cost data, we decided against the six-month increment proposal. We found it cheaper to allow the turnover to continue. This may appear harsh, but remember that we weren't at all optimistic over the success of the early increment in the first place.

WHAT EXIT INTERVIEWS TOLD

Exit interviews with departing employees reveal that money is not the main cause for resignations during the first six months of employment. Instead, dissatisfaction with duties and/or working conditions seem to rank first. Here, then, is something our supervisors can work with.

Very rarely do employees with long service resign from their jobs because of dissatisfaction with working conditions. Generally speaking, female employees with four or five years of service leave their employment due to marriage, domestic duties, or maternity reasons. Male employees with

long service usually resign only after an attractive offer is received from another employer or when they are at the top of their salary range with no promotional prospects in sight.

WHAT NEW EMPLOYEES WANT

Finally, what can be done to reduce turnover? Perhaps the answer lies in an analysis of some of the things which determine employee attitudes. A new employee is interested in the following things after he starts on the job:

- 1—What sort of person is his supervisor?
- 2—Are his co-workers friendly and cooperative?
- 3—Are his working quarters clean and well-arranged?
- 4—Are his duties thoroughly explained?
- 5—Does he know what his supervisor expects of him?
- 6—What do other employees think of his company or agency?

If the new employee is satisfied with the answers to the above, he adopts a positive attitude toward his job. With such an attitude, he attempts to perform a better job, he is happy with his work, and his supervisor is generally happy with the results. Thus the seed is sown for the development of a loyal employee.

Employee loyalty usually becomes firmly established only after a length of time. It may take a year or even four or five years before strong ties exist between a supervisor and his workers. Management can try, however, to lay the foundation for employee loyalty, starting with the new employee's first day on the job. The same is true with regard to working conditions.

How many supervisors take the time to greet a new employee warmly, personally introduce him to his co-workers, show him where the restroom is, explain to him where the nearest and best eating facilities are,

explain the operating policies of his particular office or shop, and take him on a brief tour of surrounding work areas? These are simple things which require little time and effort on the part of the supervisor; yet, they mean a great deal to a new employee. They make him feel wanted. Getting a new employee off to a happy start can provide the foundation for loyalty. Strengthening and developing loyalty come about by the supervisor's treatment of the employee on a day-to-day basis for a period of time.

It was interesting to observe that a certain few supervisors continually experienced the greatest turnover. When questioned, these supervisors gave apparently good explanations for each individual separation. However, based on exit interviews, the personnel office found that in the majority of instances the resignations were caused by poor supervisory practices. This was discussed with the supervisors concerned in an effort to correct future abuses.

Good supervisory practices usually help to make for favorable working conditions. While a supervisor cannot dictate company policy, he does interpret policy.

Thus, he is able to improve general conditions under which employees work. A sympathetic ear in times of trouble, tolerance when occasional minor errors occur, thorough instructions, fair discipline, and listening to both sides of a story before making a decision are just a few of the things a supervisor can do to improve working conditions and thus aid in reducing turnover.

In conclusion, it should be reiterated that turnover, although it will always be present, is an expense which can be reduced. The personal or human approach probably provides the best starting point for an attack on the problem.

In our own case, we distributed copies of our study to all our supervisors. Then, from November 1953 to February 1954, we conducted courses for them, handling them in groups of sixteen to eighteen. Role playing, training films and case discussions were used. The course consisted of six weekly sessions of two hours each. After each course an unsigned opinion survey was made. The results seem to indicate we are on the right track to reduce turnover in our agency.

About the Authors

(Continued from page 96)

ployment with the Veterans Administration as a psychiatric social worker. He is a graduate of Oklahoma City University (B.A.—1947), the University of South Carolina (Professional Certificate—1949) and the Tulane University of Louisiana (M.S.W.—1950). This is his first published article. At the time of writing the article, Mr. Milligan was serving the Training Section as Research Coordinator. He has since been promoted to his present position.

John E. Osmanski is currently Director of Personnel with Crucible Steel Company of America. His area of responsibility encompasses training, employment and salary administration. He left the faculty of Penn State University in 1952 to join Crucible as supervisor

of training. He is a graduate of the University of Hawaii with B.A. and M.A. degrees in psychology. He has done graduate work at Stanford University, University of Chicago and is currently doing work at University of Pittsburgh.

Francis M. Disney is Acting Director, Personnel and Administrative Planning, of the Housing Authority of Baltimore City, having been associated with that office since 1946. He was a Captain in the Army Signal Corps and served in the Southwest Pacific in World War II. After the war he attended the University of Baltimore at night for six years, receiving his B.S., magna cum laude, in industrial management in 1952. He was elected to the Beta Alpha Society, a national honorary organization for scholastic achievement.

(Continued on page 107)

How We Stimulated Our Executives' Growth

By V. E. CLARK

Civilian Personnel Officer, Benicia Arsenal, California

AN EXECUTIVE development method that's new in some respects was tried in late 1951 at the Army Ordnance Corps installation at Benicia Arsenal. And it worked well. Our first step was to arrange with the University of California at Berkeley to prepare and conduct a 30-session course for our key people.

Those invited to participate were told that, in addition to two evening hours a week of their own time in the "class room", they would be expected to spend four to eight hours a week in study and preparation. Of 75 invited officers and civilians, 60 accepted.

The course opened with nine lectures by business and university people. During this period, group members were asked to read "Executive Action", the Andover Press book by Learned, Ulrich and Booz. Lecture subjects included "The World We Live In", "Administrative Management", "Supervision", "The Art of Communication", "Human Relations" and "Legal Aspects of the Government Administrator's Job".

Before discussing the rest of the course, let me say that the participants seemed most interested in the lectures on communications and human relations. In the communications meeting they had been told about the Rudolph Flesch scales of readability and interest. Copies of the Flesch scale were given out.

The next morning if you went to the office of any member of the group you found him busy with the scale analyzing some Administrative Order or Operating Pro-

Some executive development programs start with two strikes against them; they try to cover too much ground in too little time. The 30-week program described was designed to give greater skill in handling human relations and administration. A combination of proven training methods maintained interest and got results.

cedure which he had recently published. Most were found to be written high above the average educational level of the employees who were expected to read them and follow them.

PERSONNEL BULLETINS TOO DIFFICULT EXCEPT FOR COLLEGE MEN

For example, in my office we publish a series of Civilian Personnel Circulars. These are designed as informational bulletins to all employees. They cover such things as leave, disciplinary actions, promotion policy, etc. I found that most of these required a college education for full comprehension—yet they were being given to every employee, a high percentage of them laborers with less than a grade school education. Needless to say, they were rewritten and now subsequent publications are checked for readability before release. (Even we of top management can now understand communications we write!)

During each of the lectures a tape re-

corder was used and transcriptions were made for the group. The two on Human Relations were given by Hob Ferguson, Human Relations counsel for the Southern Pacific Railroad and other firms. He is a very forceful and witty speaker, and at the end of the first talk several of the members asked for the tape to be played at foremen meetings. Since then these recordings have been played many times and a year later were still being used in our supervisor training program.

GROUP REDUCED FOR PANEL WORK

At the conclusion of the lecture part of the course we reduced the group to thirty-five. The thirty-five remaining were divided into seven panels of five members each. One person was named in each group to act as the permanent group coordinator. As each panel was assigned cases the chairmanship of the group rotated.

We used as our textbook "The Administrator" by Glover and Hower. Cases in this book were assigned to panels, with two cases scheduled for each night. There was no set pattern of presentation. In general, each panel started with a review of the case, with which each member was presumed to be familiar. Then the panel would present conclusions and throw the case open for questions and discussion. Sometimes the questions following each case in the text were used as a basis for this discussion.

Several of the panels used role-playing. For example, one case dealt with problems in production, plant modification, and human relations involving a labor union. This particular panel acted out the case, in costume. Then the scene changed. Now

the panel appeared before the group, saying that they had been unable to solve their problem, but had heard of a group of experts on the West Coast who could handle any administrative or human relations situation, and had flown out to get the answers from us. It was then up to the group to come up with a solution.

After several weeks of case study we decided that presenting two cases in a two-hour period did not allow sufficient time for discussion. Thereafter we took up one case per session. Although at first glance some of the cases did not seem to have much meat, after they were under way the discussion was always lively. We never ended short of the two hours and usually had to call time before every one had his say.

WHAT THE C.O. LEARNED

Late in the course I asked our Commanding Officer who, incidentally, was an active participant throughout the entire course, if he could see any positive results of the course. I think his reply provided a complete justification for the time and money spent. He said, "I believe it has taught one thing: There is no one answer to any human relations or administrative problem. It has taught the members of the group to analyze a problem and arrive at five or six 'right' answers; then to decide which is the best answer rather than assuming that the first answer thought of is the best. I have repeatedly noticed a difference when I call a staff meeting on a pre-announced subject. Those attending who are members of this group seem to have thought things out, and come up with considered comments and answers rather than snap judgments."

Educational Program Promotes Community Relations

By JAMES P. NOLAN
Training Manager, Oxford Paper Company,
Rumford, Maine
and CHARLES J. CROSBY
Director of Guidance, Stephens High School, Rumford

HERE in Rumford, Maine, we have achieved what we believe to be an outstanding step in the direction of industry-education cooperation in a program designed to benefit not only company employees but other people of the community also.

For those unfamiliar with the area, it might be noted that Rumford is primarily a one-industry town. Consequently, the best possible relations between the mill and community agencies, such as the school department, are vitally necessary for the common welfare. The thinking both of those concerned with guidance at the high school and of training directors at the mill is therefore geared toward cooperative activity.

Our current program came about, frankly, more as a result of accident than of deliberate planning. It began when a young employee of the Oxford Paper Company, recently returned from Korea, stopped by the company's training office for counsel and assistance in obtaining further secondary education. The employee's story was familiar: "After I got in the service I found how foolish I was not to have completed high school".

Various solutions to his problem were considered—correspondence courses, home study, and tutoring to assist him in obtaining a state high school equivalency certificate. Following this interview, the training manager began wondering how

When the chance to complete their high school education was presented to adults in this one-industry town, the response surpassed expectations. Company and school people cooperated in a program that got results and earned much good will. The authors believe that the program could be profitably adapted in other communities.

many other employees of the more than 3200 in the mill were faced with similar problems and just what could be done to help them.

Becoming more and more interested in this employee's case, the training manager administered a battery of psychological tests to him. It was found that the young man had good average intelligence, slightly better than average practical judgment, and a well integrated personality. By a set of circumstances understandable to anyone who has dealt with education counseling, he had failed to even enter secondary school. Armed with this information, the training manager consulted Superintendent of Schools Lawrence A. Peakes, and E. Stanley Kitchin, Principal of Stephens High School.

It was determined that evening courses could be established at Stephens High

School if sufficient interest was shown. The training manager then posted notices throughout the mill requesting any employees who did not have a high school diploma and wished to obtain an equivalency certificate to report to him immediately. The response was dramatic. Within the first few minutes of the posting of the notices more than 12 employees phoned the training office to indicate their interest. By the end of two weeks 47 employees had requested the program. Final enrollment totaled 73 adults, the majority Oxford employees.

TEST BATTERY ADMINISTERED TO ALL WHO REGISTERED

Classes were established in social studies, English, science and mathematics, the four areas covered by the USAFI General Educational Development Test Battery which is required by the Maine State Department of Education for the issuance of the Maine state high school equivalency certificate. The teachers selected to conduct these classes were faced with a very practical teaching problem. The heterogeneity of the group precluded the establishment of courses on any predetermined educational level. Consequently, it was decided to administer the Stanford achievement test battery to all registrants to determine their educational levels in the subjects required. The results of these examinations were discussed only with the teachers involved or with the individual at his request.

Permission was obtained from the State Department of Education to administer the equivalency examinations locally rather than cause this large number of adults to travel to the regular testing centers—the nearest being some 30 miles from Rumford.

This program has been in operation for some six weeks now with no visible mortality. Of course it is difficult to tell, when individuals must be absent because of

work schedules, whether they have actually dropped from the course. However, it is interesting to note that those mill employees who missed sessions due to work schedules report before going to work on the day following the weekly evening sessions, to pick up their study assignments in each subject. These assignments are sent to the training manager by the Guidance Director weekly. In almost every case employees missing sessions report to the Training Division for their assignments.

STUDENTS EAGER TO LEARN—KEEP UP WITH ASSIGNMENTS

The enthusiasm of the people in the courses is outstanding and the reason is fairly obvious. These people, mature adult workers and housewives, are going to school to *learn*. They realize their shortcomings and are making a sincere effort to overcome them. It is actually a very heartening and satisfying experience to engage in an educational project that is completely voluntary on the students' part and to help them achieve a goal they are sincerely striving for. We would strongly recommend to readers in the educational and industrial training fields that you investigate the possibility of such a program in your own town. The results well merit the effort expended.

Editor's Note: Mr. Nolan tells us that the program ended with an outstanding achievement record. Ninety-five percent of the adults who took the examination were awarded high school equivalency certificates—"a percentage which our State Department of Education assures us is unique. It shows that the people were seriously intent, and that the teachers applied themselves with equal diligence. These teachers, who certainly merit recognition, were Raymond Hillman, Philip J. McInnis, and Virginia M. Nolan". The program made such a hit that the authors hope to repeat it this Fall.

Just Looking, Thank You

Subscribes to P. J. for Supervisors!

Here is a practice that should be widely followed: other companies please take note. The following letter from Miss Kay Freeman of the St. Thomas Division (Ontario, Canada) of The Timken Roller Bearing Company speaks for itself.

"Thank you for your letter requesting information on our programme of subscribing to certain publications for our supervision.

"This programme was introduced last year by all of the Company's plants in both the United States and Canada, and will be carried on again this year.

"Under the plan, each supervisor may request any trade or technical publication of his own choice pertaining to his particular line of work. The Company pays for the subscriptions.

"It is considered that the many distractions during working hours make it most difficult for supervisors to absorb much from these publications and, for this reason, they are mailed directly to their homes.

"We do, however, purchase a number of other magazines and newspapers which are distributed throughout the office and plant for the perusal of anyone interested. Any article marked for retention is clipped and kept for future reference in our plant library.

"We feel that these are worthwhile endeavours, since they put at supervision's disposal, up-to-date articles and information found only in current periodicals."

Favors "Guaranteed Annual Wage" of a Sort

Frank Rising, General Manager of the Automotive Parts Manufacturers Association, in a talk before the Industrial Relations Association of Detroit in May, had as his subject "The Guaranteed Annual

Wage: How to Accomplish It". He is definitely for "a system of insurance or guarantees" and says it is perfectly feasible. The system would provide substantial unemployed payments for a year after layoff.

The phrase "guaranteed annual wage", said Mr. Rising, "seems to strike terror into the hearts of many businessmen. It suggests a new and revolutionary method of paying employees which will mean financial ruin for the company undertaking such a program. Actually", he continued, "such fears are unwarranted. The unions—particularly the big CIO unions—have completely abandoned the idea of a guaranteed annual wage and are now proposing nothing more nor less than supplementary unemployment compensation benefits."

It is the supplementary benefit idea that Mr. Rising favors. Such benefits, under the proposal he put forward, would be paid by the unions to their members, the members having previously authorized an increase of 5¢ per hour in their union dues—or whatever amount is estimated will be needed to cover payments.

"The program I suggest", said Mr. Rising, "would be a realistic and cooperative approach to the wage earner's problem of irregular work and wages. Each employe would be guaranteed a minimum weekly income for every week he worked equivalent to 40 hours pay. In addition, he would be guaranteed a similar minimum weekly income for 12 months following any layoff. The cost of this program would be financed cooperatively by employes and employers. The employer would, of course, pay the cost of all wages earned while the employe is working. In addition, the employer would continue to stand the entire cost of the basic state unemployment compensation benefits—which, as I mentioned, run as high as \$42 a week in Michigan. The

supplementary or extra unemployment compensation benefits desired by the higher paid UAW workers would be financed through the UAW by an increase in union dues."

Mr. Rising's proposal differs from that advanced by the CIO in that the latter would put responsibility for paying the supplementary benefits *on the employer*. The employer, under the CIO plan, would hold out an agreed amount from union members' wages, and put it away in a fund to supplement state unemployment benefits.

But this plan, says Mr. Rising, "simply will not work under existing state laws. The supplementary benefits contemplated by the CIO will be considered 'wages' by all of the 48 state unemployment compensation laws—providing such supplements are negotiated with an employer. As wages, these supplements will disqualify the employee from receiving the state unemployment compensation benefits. To be eligible for state benefits, an individual must be unemployed, but in addition, he must not be receiving *any* substantial wages, and any payment made by an employer to an employee is considered wages.

"The CIO leadership realizes this fact, but somehow hopes that it can either circumvent the existing laws or, failing in this, hopes the employers will join with them in trying to get the state legislatures to change the laws. Both possibilities are quite remote."

Management's Responsibility to Management

From Leland S. Hamilton, who is a Personnel Advisor at Norton Air Force Base, California, comes a packet of good sense, as follows:

One of our young supervisors in a staff job recently stated: "We're told in training and in staff meetings that we have various responsibilities to the employees. I'm 100% for it. But isn't there something in the books that

management has some responsibilities to me?"

What a loaded question! And, favoring the non-directive approach, I heard a good deal of common sense from this initiate to the management family.

Number 1: "When intermediate management is faced with a problem, and the decision rests at higher levels for the ultimate solution, the decision is needed now—not tomorrow or next week."

Take a look, Mr. Top Management. How does your representative look if you give him neither the power to act nor the basis for action. Makes him look pretty silly to Mr. Employee? Makes him a potential buck-passer too, perhaps. Look at your own management program. Do you give intermediate management authority to *make* decisions, or prompt service on the decisions required at *your* level?

Number 2: "I get good training in good management practices and human relations, but I see so many violations 'upstairs' that it appears 'they' never had the training, or just don't believe in it."

OK, Mr. Top Management—what is your answer? Review your actions as well as those of other top management staff and determine if you manage as you would have others manage. How many times have you said "this rule is good for everybody else, but this case of mine demands special handling, and, therefore, special rules"? If it is a good rule for intermediate management, shouldn't it also be a good rule for top management?

Number 3: "I'm required to evaluate, and discuss the performance evaluation with each of my employees periodically. Yet, I hardly know where I stand on my own job."

True, supervisory jobs are more difficult to set standards for, and evaluations are more difficult, but have *you*, Mr. Top Management, made a real effort to satisfy this requirement? Have you discussed with your budding executives how they can improve and develop themselves and their status in the organization? The development of an entire organization depends on your evaluation and development of intermediate management staff.

Mr. Hamilton tells us that the Personnel Advisor's job, of which there are fifteen at Norton Air Force Base, is to advise and assist operating officials with their personnel problems related to recruitment and in-

service placement. His responsibilities are with staff and support functions and include about 450 people. "I work," he says, "with about 40 supervisors from first-line labor pushers to executives at the GS-14 level—about \$9600/year." He took his B.S. in Foreign Trade and International Relations at the University of California at Berkeley and entered the personnel field in 1940 with Lockheed Aircraft Corporation at Burbank.

Training Trailer

Now they're taking the classroom to the student, instead of the reverse. A feature story torn from a Sunday paper, and sent to this department by a kind friend, tells how the Grand Union Company uses a 33-foot trailer to demonstrate to employees in its 300 food stores how to make the customers happy and bring them back for more. Grand Union apparently operates in New York City and vicinity. The trailer is hooked up to a specially strengthened Chevrolet sedan.

"The company has long been a leader in employee training," it says here, "and in rewards for those who take advantage of the program. From profit-sharing for managers down to retirement provisions for porters and vacations for all, the big chain has endeavored to inculcate in its employees a sense of participation in management's problems.

"On-the-job training, along with a system of assessment for promotion, has long been a part of the program through training in each store and in regional headquarters. Lansing P. Shield, president, said the trailer would supplement these programs by bringing to each store the latest developments in customer relations and the mechanical and other means to make them good."

The company expects by means of the trailer to be able to train and retrain many more employees than in the past. The traveling classroom is air-conditioned; gives 7 feet headroom; has fluorescent lighting.

It's said to be the first designed for personnel training. . . . Perhaps so; but we remember seeing trailer product display-rooms in use years ago. And at least one railroad (The Reading Company) has a completely equipped coach that's used exclusively for training, and is taken around to points on the system where the "students" are located. What can our readers add along these lines?

About the Authors

(Continued from page 100)

V. E. Clark is the Civilian Personnel Officer of Benicia Arsenal, California, having served in that position since 1947. From 1934 to '47 he was employed by the Government in both management and personnel work. Mr. Clark has worked with the U. S. Civil Service Commission, the Army Air Corps and the Army Ordnance Corps, and served in the U. S. Navy for four years.

James P. Nolan has been Training Manager of the Oxford Paper Company at Rumford, Maine, since January 1951 and handles training activities for more than 3,000 company people at all levels. He also works on public and community relations activities under a company vice president. Mr. Nolan is a Cornell man, having graduated in Personnel psychology in 1943; he also studied at the University of Texas, and Air Force Service Schools. His working experience includes associations with Grenby Manufacturing Company at Plainville, Conn., as personnel manager and with The Trumbull Electric Manufacturing Company, Plainville as training supervisor, administrative assistant to the vice president—employee and community relations, and organization planning manager. He is a member of several training director groups.

Charles J. Crosby is Guidance Director of Stephens High School, Rumford, Maine. He has degrees from Bowdoin College (A.B. 1943), Tufts College (Ed.M. 1952) and also studied at the University of Pennsylvania Graduate School. From 1943 to '46 he was a U.S. Army Ordnance School instructor, and later did psychiatric research with the Institute of Living at Hartford, Connecticut.

BOOKS

EMPLOYMENT PSYCHOLOGY: THE INTERVIEW. By Roger M. Bellows and M. Frances Estep. Rinehart & Company, Inc., New York, 1954. 295 pages. \$4.25.

This is one of the best books that has been published on the subject. The authors clearly bring out the differences between good and bad interviewing techniques. They criticize interviewing that relies on the interviewer having a sixth sense to divine the applicant's total makeup by means of a subjective evaluation arrived at by non-organized, non-directed probing.

The need is stressed for the interviewer to develop a complete framework, using all the objective data which is available, both about the job and the applicant. The interview process is then used to bring the objective data into focus. This procedure lends itself to validating checks in determining the suitability of the applicant for the job. The point is made that the various sources of data that are available to the interviewer to guide his judgment must be understood, and the interviewer must train himself to use them effectively.

The authors discuss the interview process very competently, with critical analysis of methods and suggestions that are valuable to the veteran as well as to the novice. In addition, the various auxiliary steps that are so essential to successful selection are soundly analyzed and criticized in a helpful way.

The use of tests as a source of information for the interviewer is handled rather superficially. The trend today is toward more extensive use of psychological tests as part of the selection procedure. It therefore seems that the authors did not give tests appropriate emphasis. Testing, like the auto, is here to stay, and interviewers

should be encouraged to learn more about it. The authors fail to bring this out effectively.

All in all, the book is highly recommended to interviewers for their own development. It is well written, easily understood and the area of selection is nicely integrated into a single process.

John J. Grela

WHITE COLLAR—*the American Middle Class*. By C. Wright Mills. Oxford University Press, New York, 1953. 378 pages. \$6.00.

The viewpoint expressed in this book is that there is a lag between our idea of free enterprise and the realities of our economy. This lag creates confusion of ideals—a sort of split social personality resulting from a difference between what we pay lip service to and the hard realities of earning a living. In my estimation, the author presents a challenge to the honesty, imagination and creative ability of all who are concerned with people in business, especially white-collar people. The author does not suggest answers to the problems he states; he does discuss somewhat inconclusively the possibilities of unionization and political integration of the middle-class worker.

An outstanding personnel man, Wade E. Shurtleff, is quoted in a passage which tells what the book is about as well as any few lines could. Mr. Shurtleff, who directs industrial relations for Standard Products of Cleveland and who has appeared in *Personnel Journal* many times, says:

"The aggressiveness and enthusiasm which marked other generations is withering, and in its stead we find the philosophy

that attaining and holding a job is not a challenge but a necessary evil. When work becomes just work, an activity undertaken only for reason of subsistence, the spirit which fired our nation to its present greatness has died to a spark. An ominous apathy cloaks the smoldering discontent and restlessness of the management men of tomorrow."

"America", says the author, "has become a nation of employees for whom independent property is out of range. Labor markets, not control of property, determine their chances to receive income, exercise power, enjoy prestige, learn and use skills.

"Success in America has been a wide-spread fact, an engaging image, a driving motive, and a way of life. In the middle of the twentieth century it has become less wide-spread as fact, more confused as image, often dubious as motive, and soured as a way of life.

"No other domestic change is so pivotal for the tang and feel of society in America, or more ambiguous for the inner life of the individual, and none has been so intricately involved in the transformation of the old into the new middle classes. Other strata have certainly been affected, but the middle classes have been most grievously modified by the newer meanings of success and the increased chances of failure."

Of specific interest to personnel people is the author's statement that "to secure and increase the will to work, a new ethic that endows work with more than an economic incentive is needed. . . . They (the managers) have not yet found a really sound ideology."

The author is Associate Professor of Sociology at Columbia University. He has directed research on a wide variety of subjects for government agencies, businesses and labor unions.

Edwin F. Nimmo

HOW TO INCREASE EXECUTIVE EFFECTIVENESS. Edited by Edward C. Bursk. Harvard University Press, Cambridge, 1954. 163 pages. \$3.25.

Here is a little gem; a comparatively small ($5\frac{3}{4} \times 8\frac{1}{2}$), thin, light book full of ideas and inspiration for the personnel director. One test of a book is whether you feel you've seen enough of it when you've gone over it once lightly. Unless we miss our guess, this is one you will want to keep on an eye-level shelf, to pick up and dip into every once in a while.

The book is based on last year's business conference sponsored by the Harvard Business School Association. The first part consists of four talks dealing with major company policies which contribute to increased executive effectiveness. The talks were by Donald K. David, Dean of the Harvard Graduate School of Business Administration; Frederick C. Crawford, Chairman of the Board of Thompson Products, Inc.; Robert W. Johnson, Chairman of the Board of Johnson & Johnson; Ralph J. Cordiner, President of the General Electric Company. The second and much larger part of the book deals specifically with How to Develop (1) General Managers, (2) Sales Executives, (3) Manufacturing Executives, (4) Controllers, (5) Financial Executives, and finally (6) How to Increase Your Own Administrative Effectiveness. An excellent bibliography is given.

To quote a few passages risks giving a false impression of the whole. Nevertheless, we'll chance it: in one of the best sections Clarence B. Caldwell, Vice President and Director of Personnel for Sears, Roebuck & Company, under the heading "How to Develop General Managers", tells about Sears' over-all personnel philosophy. "Executive effectiveness," he says, "is a product of an adequate, well-rounded and thoroughly consistent personnel program . . . (It) begins with the original selection of the young man who is your future

executive. Our experience has shown that the judgments one can form of a candidate in a personal interview need to be supplemented by the scientific accuracy of a battery of psychological tests. . . . We have found, too, that it is desirable to retest a man as he moves up in the organization. . . . Let me emphasize that we use tests only as an adjunct to our appraisals—but an important adjunct. We do not assign a man to a major job unless he has had the tests. . . . At the same time, we are careful not to go too far—not to allow the tests to be abused. . . .”

Concerning personnel programs in general Mr. Caldwell says in part: “Just as they (companies) improve their products and their service to customers, they must constantly improve their personnel program. Show me a company which is perfectly satisfied with its personnel program

and I will be concerned for that company’s future.

“A corporation’s most precious asset is the morale of its people. A sound personnel program harbors this asset, guards it jealously, and constantly seeks better ways of discharging its responsibility toward this asset. In such a company, I personally would be thoroughly unworried about executive effectiveness.”

Generalizations like that are the exception rather than the rule in this book. Most of it is made up of *specifics*—how things are done at Sears, at Westinghouse, at General Electric, at Standard Oil Company of New Jersey, and so on. You’ll enjoy it and get a lot out of it. The editor of the book is editor of the *Harvard Business Review* and a member of the Harvard faculty.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

PEER NOMINATIONS ON LEADERSHIP AS A PREDICTOR OF THE PASS-FAIL CRITERION IN NAVAL AIR TRAINING. By E. P. Hollander, U.S. Naval School of Aviation Medicine, Pensacola, Florida. *Journal of Applied Psychology*, Vol. 38, No. 3, June 1954, 150-153.

Other studies have shown “buddy ratings” or nominations by the class to be excellent predictors of leadership in different groups. This investigation was interested in the relation of peer nominations based on *leadership* to performance presumably unrelated to leadership behavior.

The subjects were 268 Naval Aviation Cadets in pre-flight training. Each cadet was asked to list the three men in his section of 30 men who were *best* qualified for the hypothetical position of “student

commander” and the three men *least* qualified. A leadership score for each cadet was calculated, based on these nominations. At the end of the entire flight training program these scores were found to correlate significantly with a pass-fail criterion. An A.C.E. test score and a grade on Officer-Like-Qualities assigned by officers in charge were also available for each man. The peer nominations were found to be better predictors of success in the flight training program than either of these other factors.

Personnel workers who are responsible for selecting workers for training for promotion may find this article suggestive. Further research comparing peer nominations with supervisors’ ratings in industrial

situations might produce some very interesting results.

PERSONALITY SELF-ASSESSMENT OF SCIENTIFIC AND TECHNICAL PERSONNEL. By R. H. Van Zelst, Kroh Wagner Company, and W. A. Kerr, Illinois Institute of Technology. *Journal of Applied Psychology*, Vol. 38, No. 3, June 1954, 145-147.

It seems reasonable to the authors to assume that the person in normal society who is best informed about an individual's personality is that individual himself. It is also plausible that many traits of his personality can be self-assessed with substantial validity.

The external assessment of personality has not been entirely satisfactory. Paper and pencil personality tests have practically no value for predicting such criterion as job success. The directive clinical assessment of personality is not much better, because in addition to the shaky assumptions involved in the tests there are also other variables, such as the personality of the clinician and the limited knowledge of the subject which is possessed by the clinician.

In this investigation of the self-assessment of personality, the emphasis is metric rather than impressionistic; and trait concepts are emphasized with a minimum of verbalization. The subjects were 514 technical and scientific personnel of the Armour Research Foundation and the Illinois Institute of Technology. Their mean age was about 32 years. Each subject was guaranteed anonymity. A questionnaire was constructed and each subject was asked: "Please rate yourself as compared with fellow scientists on the following traits, utilizing the five point scale as follows: as compared with other scientists, I probably am (1) much less; (2) less; (3) same; (4) more; (5) much more." The traits were: acquisitive, cautious, curious,

cynical, original, patient, tactful, etc. The criterion used was scientific productivity as derived from a summary of publications and inventions for each respondent.

The highly productive scientists in the group describe themselves as more original, less contented, less conventional, more imaginative, more curious, more enthusiastic, and more impulsive than the less productive group. Sixty-eight per cent of the traits had validity coefficients which exceeded chance magnitude at the 1 per cent level. The authors conclude that the self-assessment approach is one that may well prove fruitful as it is investigated further.

It is not clear how a self-rating of this sort would work in an industrial situation. The same factors of motivation, competition, and faking that tend to invalidate all self-rating schemes would operate here.

THE RETEST CONSISTENCY OF ARMY ALPHA AFTER THIRTY YEARS. By William A. Owens, Jr., The Iowa State College. *Journal of Applied Psychology*, Vol. 38, No. 3, June 1954, 154.

It is generally assumed that intelligence test results have long-term consistency, but research workers do not often have a chance to test this hypothesis. The data in this brief paper were gathered in connection with an investigation of the effects of age upon mental abilities.

In this study, 127 men who were about 19 years old when they took Army Alpha, Form 6, as freshmen at Iowa State College early in 1919, were retested with copies of this same examination in 1950. The two tables presented show the results of this testing and retesting.

The author concludes that personnel decisions based upon the long-term consistency of results obtained from the better intelligence tests are reasonably well-founded.

Across the Editor's Desk

Gleanings by DOROTHY BONNELL

With the Local Personnel Associations

THE INDUSTRIAL PERSONNEL ASSOCIATION OF HOUSTON, TEXAS, had a panel discussion recently on planning for retirement, or the harvest years. The discussion was moderated by Dr. William R. Spriegel, dean of the college of business administration, University of Texas. Panel members who have long been active in this field were: David Weintraub, trust officer, Second National Bank, Houston; William Grant, Jr., employee relations, Humble Oil and Refining Company, Houston; Raymond W. Phipps, director of adult education, Houston independent school district; and Sidney Schnur, chairman of industrial health conference, Chamber of Commerce, Houston. Geraldine C. Beeman was program chairman. Another recent program consisted of a boat tour of industrial installations on the Houston Ship Channel.

ONTARIO SOCIETY OF TRAINING DIRECTORS have had a training round-up. There was a general discussion on new developments in training under the leadership of the past president of the group, R. F. Howsa of the Studebaker Corporation of Canada. At another meeting the society took a look at women under the direction of Frances Kidd, supervisor of personnel development for the Radio Valve Company of Canada, Ltd. She said that in the last 50 years the number of Canadian women at work has increased by one million. In Miss Kidd's opinion, the women supervisors should be given training equal to that given the men. She found that courses in JIT, JRT, and JMT were received with interest. She suggested that some women don't try to succeed because they anticipate a discriminatory attitude. If there

were no discrimination women employees might be encouraged to more effort.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO has been thinking about women, too. Dr. Agnes A. Sharp talked to the association about the modern working woman—who is she, what does she do, and where is she going? Dr. Sharp has worked as a consulting psychologist to industry, and for 16 years was chief psychologist of the Municipal Court of Chicago. She discussed the ability of the modern working woman to cope competently with the pressure, demands and challenges of the modern business world.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA has recently examined prejudices, stereotypes and training. Participating in a panel on the subject were Ira DeA. Reid, dean, sociology department, Haverford College; George Schermer, executive director, Commission on Human Relations; and David Phillips, V. P. and public relations director, Philadelphia Transportation Company. A labor relations view of training needs and problems was presented to the society at another meeting by Bennet F. Schauffler, regional director of the Philadelphia office of the National Labor Relations Board. He believes that the quality of "representation" can be improved. He pointed out that in government, in industry and in labor, business is conducted by "representatives" who administer, manage and legislate. Stockholders in industry elect a board of directors, who appoint managers. Labor elects officers who are supposed to represent the wishes of the workers. Citizens elect representatives in government who are

supposed to implement the will of the electorate. Yet, there seems to be a serious gap between the kind of representation we hope for and the kind we get. The gap has sometimes grown so large that there is a question as to who is representing whom. The result is conflict and misunderstanding.

BAY AREA PERSONNEL WOMEN, a San Francisco group, have considered the question, can the job provide satisfaction of personal needs? Dr. Ralph Canter, of the department of psychology, University of California, told the group that current research finds the following steps are important in satisfying the needs of employees: (1) put people into work they prefer, because it is known that financial incentives have no effect on increasing productivity if work is disliked; (2) small work groups are desirable; (3) democratic, human supervision is better than rigid emphasis on work standards; (4) permit employees to participate in deciding even small issues, so that they feel they have some voice in industry; (5) organizational structure should be simplified. Sears-Roebuck and IBM, he said, have highly successful organizations because they have been reduced to few levels. Sears has only five levels from the lowest to the top—such an arrangement makes a job seem more important. Dr. Canter concluded that satisfactions come from other people. To complete a beautiful piece of wood-carving may be a satisfaction in itself, but the real pleasure comes when it is shown and admired.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in its publication, *Personnel Panorama*, asks what makes a successful recreation program? In answer, the experience of the Hyster Company, Portland, Oregon, is cited. R. Walter Agar, personnel manager of the company, describes the project. He says that a survey

showed that more than 10% of the employees were interested in small-bore rifle shooting. Originally the club of employees made use of existing facilities in the neighborhood, but soon outgrew them. So the company decided to provide a range. The company put up the cash and club members gave their labor. The enterprise has brought together employees from every department. An employee's whole family is able to participate in the sport. The club has been recognized nationally as a model industrial club, and has been called on often to furnish advice and assistance to others.

THE EXECUTIVE-FOREMEN'S CLUB OF ELIZABETH (NEW JERSEY) AND VICINITY has been pondering the query, must the executive make the decision? Matthew M. Gouger, vice president and director of personnel relations of General Aniline and Film Corporation, addressed the group on the subject. He deplored the trend towards decision-making by committees. Unless industrial executives make up their minds that decision-making in the conduct of business is fully and solely their responsibility, the nation is in for a period of indecisive, equivocating and compromising management that will see the eclipse of the "captain of industry" type of leader, Mr. Gouger said.

PERSONNEL MANAGERS' CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE discussed the need of greater familiarity with the Workmen's Compensation Law on the part of personnel managers. Walter P. Muther, of the legal department of the Associated Industries of Massachusetts, was the speaker. In its *Notes* the club calls attention to a personnel management exchange program: the *Experiment in International Living*, working under contract with the Department of State, is sponsoring an exchange program for young men and women in Europe who plan to spend their careers in personnel administration. Quali-

fied Europeans between the ages of 20 and 30 will spend about four months each in personnel departments of American companies. Participation in the program will not only help in sharing our techniques and philosophies with our neighbors in free Europe, according to the *Notes*, but might even result in a reciprocal invitation!

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES has tried a new plan for its regular dinner meeting. Instead of eating first, the speech was first on the evening program, followed by dinner with buzz sessions at each table. Questions coming out of the buzz sessions were answered in the discussion period after dinner. The quality of the questions indicated that the members had discussed the subject thoroughly during the dinner hour. C. A. McKeand, employee relations director of the Merchants and Manufacturers Association, was the speaker. The effectiveness of employee communications, he said, is in the person-to-person feed-back from the individual worker to the supervisor. In too many instances, he said, management operates in the belief that what the employees don't know won't hurt them, forgetting that what they think they know may hurt.

CALIFORNIA TRAINING DIRECTORS ASSOCIATION celebrated its tenth birthday.

Carter Camp organized a birthday party where members not only reviewed the history of the association, but took a look into the future. Problems of the training director were discussed at a recent meeting by R. Hollis Hamstra, resident partner of McMurry, Hamstra and Company. Through demonstrating competence to those above, men get ahead, Mr. Hamstra declared. Annexing new functions creates new job interests. These are the areas for expanding learning through doing.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO heard E. B. Powell, Jr., labor relations advisor, Department of the Navy, speak on USN industrial relations. The Association's bulletin published the following message from the president, V. L. Summitt, of interest to members of all personnel associations: "Many of our members from time to time have discussed the objectives of our association and what is to be gained by participation and attendance at our meetings . . . if we are all honest with ourselves, we would admit that the all-over purpose of the association to the individual member is professional advancement for himself . . . it is my opinion that anyone in personnel work who has his sights set on success should be received by our association with open arms and assisted in advancing professionally in his chosen work."

Attending the Conferences

UNDERSTANDING HUMAN BEHAVIOR was one of the topics discussed at the *Interviewing and Counseling Institute* held in Madison. The Institute was planned by the Industrial Management Institute of the University of Wisconsin. Norman C. Allhiser, of the University, led the discussion. Interviewing and counseling in modern industry was described by Esther A. Hartman, assistant to the personnel director,

Aid Association for Lutherans, Appleton. William F. Thomas, assistant director, Student Counseling Center, University of Wisconsin, was the dinner speaker. Other subjects considered by the group included the employment interview, the counseling interview, exit interviews and vocational guidance interviews.

HUMAN RELATIONS IN BUSINESS AND

INDUSTRY is a team operation and not the problem of one man, Fred B. Roberts, training officer of the Chesapeake and Ohio Railway, told the 10th annual conference of the American Society of Training Directors at Milwaukee. Mr. Roberts talked on "Human Relations for Supervisors." He said that management should not expect human relations training to solve other problems such as poor organization, lack of employee communications or other management-supervisory relations. He called for the creation of a "management climate" where human relations is the concern of both top-level officers and all supervisors.

FOREMEN, SUPERVISORS AND THEIR BOSSES attended a one-day conference on *Human Relations at Work*, held at the University of Wisconsin. Ralph Lee of General Motors answered the question, is the foreman the only one who needs human relations training? Gilbert Brighthouse, Occidental College, Los Angeles, spoke on motivating employees to do a better job.

STILL MORE HUMAN RELATIONS: the 20th annual Midwest Conference on *Industrial Relations* was held in Chicago. It was conducted by the Industrial Relations Association of Chicago and the School of Business of the University of Chicago. Norman R. F. Maier, professor of psychology at University of Michigan, spoke on psychology and industrial relations. The academic and management views of industrial relations were discussed by Thomas G. Spates, department of industrial administration, Yale University. Joseph D. Stockton, vice president in charge of operations, Illinois Bell Telephone Company, spoke about some unsolved problems in personnel relations.

THE HEART OF AMERICA PERSONNEL CONFERENCE was held in Kansas City, sponsored by the Personnel Management Association of Greater Kansas City, and

the University of Kansas Extension. Dr. R. L. Moberly, director of the Management Center of Marquette University, Milwaukee, delivered the keynote address. He spoke about a provocative challenge to the industrial relations and personnel field. Harding College president G. S. Benson spoke on the American way, and Harry Woodhead, vice president and general manager of Douglas Aircraft Company, Tulsa Division, spoke on what's ahead in employee activities.

PHYSICIANS IN INDUSTRY, REPRESENTATIVES OF MANAGEMENT AND OF LABOR, got together for the first time to discuss industrial health problems at the *Industrial Medical Association convention*, held in Chicago. "For too long the profession has tended to meet only with its own members to talk among themselves," declared Dr. R. C. Page, general medical director of Jersey Standard and the president-elect of the Industrial Medical Association, who presided. Topics discussed at the conference included management's stake in industrial health programs; retirement age, biological or chronological? the modern corporation and the nation's health; and the responsibility of the professions in health education of the employee.

THE WELFARE CONCEPT OF GOVERNMENT was examined by Lord Beveridge and Ray D. Murphy at the dinner session of the 38th annual meeting of the Conference Board held in New York. Lord Beveridge comes from Oxford, England, and Ray D. Murphy is president of the Equitable Life Assurance Society of the United States. F. Cyril James, principal and vice-chancellor of McGill University, Canada, spoke on Canada at the luncheon meeting. Other sessions considered how the union welfare fund operates; protecting workers' benefit funds; the outlook of state and local governments, and the problems of corporate contributions.

INSTITUTES IN INDUSTRIAL PSYCHOLOGY are scheduled by the department of psychology, division of college extension, North Carolina State College, at Raleigh this summer. Courses are offered in

personnel testing, both introductory and advanced; in interview methods and counseling; management psychology; and personnel research. Persons who successfully complete the courses will be awarded a college certification of evidence.

Appointments

WALLACE W. TUDOR has been named director of personnel for *Sears, Roebuck and Company*, according to an announcement by Clarence B. Caldwell, vice president in charge of personnel. Mr. Tudor has been associated with the company's headquarters and Latin-American personnel divisions for the past several years. He joined Sears in 1935 as a member of the retail division and subsequently was transferred to the national buying office. He has held an executive personnel post since 1940.

NEW DIRECTORS were elected to the board of the *A. E. Staley Manufacturing Company, of Decatur, Illinois*, corn and soybean processor, at the annual stockholders' meeting. They included ROY L. ROLLINS, Staley manager of personnel in charge of labor relations. Mr. Rollins, a Staley employee for more than 20 years, has been

head of the company's personnel department since 1943. A native of Decatur, he received his bachelor's degree from James Millikin University in 1933. He is chairman of the midwest Grocery Manufacturers Association employee relations committee.

OSCAR W. ROSS has recently been appointed director of the management development division of the Personnel Institute, Inc. The Institute offers consultants in personnel administration and sales training. It is located at 425 Fourth Avenue, New York 16, New York. MORRIS I. PICKUS is president of the Institute. For the past nine years Mr. Ross has been assistant director of industrial relations with the Celanese Corporation of America. He took his B.A. degree at Penn State College and did graduate work at Ohio State University and at Columbia University.

What's New in Publications

THERE ARE TWO WAYS IN WHICH AMERICAN LABOR RELATIONS can develop and only two, says Frank Rising, author of *The Riddle of Labor Relations*. One is in the direction of industry-wide bargaining, regimented employers on the one side and regimented employees on the other, with government "authorities" in each large field to call the tune and direct policy in the name of the all-powerful state. The other possible trend is a return to more localized collective bargaining, with more opportunity for the employees themselves to voice their desires and more opportunity

for the individual business manager to state his answers.

The 60-page book is a clear, thought-provoking, objective description of current labor-management problems. It is, according to a statement inclosed with the book, an attempt at dispassionate analysis by an observer who has been closely associated with labor relations as a reporter, member of government boards, and consultant. Mr. Rising describes points of conflict, the boss and his problems, the position of government, and the prospect for industrial peace. Progress, he feels,

lies not in ending strikes but in raising the standard of living. Those who counsel compromise, expedience, any course to avoid disputes, do not understand the problem. Our best hope is better understanding by the public and its servants, the lawmakers. In describing the points of conflict he concludes that it would be a super-optimist who could ignore the fact that the labor relations system is indeed a patchwork, without evidence of mutual understanding which would be the only sound basis for harmonious cooperation. Mr. Rising can be addressed at 16219 Meyers, Detroit 35.

A CASE HISTORY is described in *Labor-Management Relations in the Paducah Area of Western Kentucky*. The book is written by L. Reed Tripp, project director, J. Keith Mann, research associate, and Frederick T. Downs, research associate, of the bureau of business research, College of Commerce, University of Kentucky. More academic in style and content than Mr. Rising's book, the Kentucky publication nevertheless presents a practical challenge to the people of the community. The book concludes with suggestions involving educational programs for both union and management groups, strengthening of mediation facilities, and provision for further and continuing studies. If local people took up these suggestions it would contribute substantially, say the authors, to the development of sound labor-management relations. They emphasize that conflict is a problem in this labor relations scene, but it is neither insuperable nor universal. Successful and mature bargaining relationships have continued to exist throughout the period studied. The book is published by the University of Kentucky, Lexington, Kentucky.

FACTS ABOUT THE CURRENT "GUARANTEED ANNUAL WAGE" proposals are presented in *Jobs or Jobless Pay*, a new pamphlet

published by the Chamber of Commerce of the United States. The publication tells how such proposals would affect company operations, management decisions, employee and public relations, and the present state-federal unemployment compensation programs. The booklet, printed in two colors, contains many eye-catching charts and cartoon-illustrations. The text consists largely of flat statements in large print, liberally adorned with exclamation points. The quieter summary in small print concludes that current union proposals for a "guaranteed annual wage" are advanced as solutions to the problem of job stabilization and income security; they would drastically modify our unemployment and compensation system and laws; they would lessen incentives. The result would be a bonus for idleness and a penalty for working. The promise of security held out by the proposals could be illusory. The fact that UC-GAW does not provide the answer to our problem should not deter individual companies from serious study of steps they can take to provide more job stabilization and income security. The book is available from the Chamber of Commerce of the United States, Washington 6, D.C., at two dollars a copy.

THE PROBLEMS OF LABOR AND MANAGEMENT are considered in more detail in several new bulletins issued by the American Management Association. In the General Management Series two new titles are, *Building a Balanced Communications Program*, and *Management at Mid-Century*. The Financial Management Series includes *Modern Management of Capital Expenditures*; *How H. J. Heinz Manages Its Financial Planning and Controls*; and *Guides to Modern Financial Planning*. A new pamphlet in the Personnel Series is called *Industry at the Bargaining Table*. All the bulletins are composed of papers presented at various conferences sponsored by the association. The price is one dollar for members, a dollar and a

quarter for non-members. The address of the association is 330 West 42nd street, New York 36.

AN EMPLOYEE GUIDE issued by the Southern States Cooperative, Richmond, Virginia, is called *Know the Ropes*. The cover is decorated with dangling ropes, and the publication should make it easy for any employee to do as the title says. Three chapters, subdivided into briefer topic headings, cover the history of the company, employee benefits, and employee responsibilities. The booklet is printed on coated paper, and illustrated with photographs and sketches. William G. Rennolds Jr., director of personnel, is responsible for this effective orientation aid.

BUREAUCRACY AND BUREAUCRATS get a thorough analysis in a new book, *Career Perspectives in a Bureaucratic Setting*. The monograph was prepared at the Survey Research Center, Institute for Social Research, University of Michigan, while the author, Dwaine Marvick, held a Carnegie Foundation Post-doctoral Research Fellowship in political science and public administration. The book draws a detailed profile of specific personnel. The style is scholarly, complete with charts and highly seasoned with government-type words: conceptualization, politicized and professionalized, task-oriented, and benefit-ori-

ented. Any personnel officer who has ever worked for or with any government agency will find that the book exercises a peculiar fascination. It is for sale at \$2.25 from the University of Michigan Press, Ann Arbor, Michigan.

NEW ITEMS appearing for the first time in *Psychological Corporation's 1954 Catalog* include personnel work and counselling. Personnel Tests, Personnel Tests for Industry, and the Wesman Personnel Classification Test are listed. Among books of interest to personnel people are *Vocational Interests of Men and Women*, by Edward K. Strong, Jr., *Uses and Abuses of Psychology*, by H. J. Eysenck, and *Personnel Selection: Test and Measurement Techniques*, by Robert L. Thorndike. The Psychological Corporation is located at 522 Fifth Avenue, New York 36.

EVERY TEST you ever heard of must be listed in the *Fourth Mental Measurements Yearbook*, published by the Gryphon Press. This slightly colossal 1,189-page reference work catalogs 793 major tests and 4,417 references and bibliographic citations on tests, and incorporates evaluations by 308 reviewers. If you need a test, or want to be able to pass a test on tests, here's a book that should give you all the answers. The Gryphon Press is located at 220 Montgomery street, Highland Park, New Jersey.

Looking Over the Employee Magazines

FIBREBOARD PRODUCTS, INC., VERNON, CALIFORNIA, gets out the *Fibreboard Bulletin*. Gene Ridings is the editor. C. W. King, manager, public and industrial relations department, was good enough to send us some copies, as the result of our plea for more magazines. *The Bulletin* is unusually successful in its presentation of items by and about employees. Several chatty columns are highly readable, full of fun, and tell really interesting things about

the activities of those who work at Fibreboard. A new farm, new cars, a trip east, are among the news items reported. Sports are covered in an equally informal way. Names are picked out in black type in the column, so that you can spot your own, or find out what your friends have been up to, in a hurry. This magazine succeeds in creating the impression of a warm, friendly company in which to work.

THE WESTERN UNION TELEGRAPH COMPANY publishes the *Telegraph News*. This 12-page magazine is more of an external than in internal house organ, but does list retirements and introduces employees in various branch offices. No masthead is visible, but the publishing address is New York. Recent feature articles describe the work of the company in connection with such public events as the coronation of Queen Elizabeth, a national convention, and a presidential speech. The inauguration of the first Desk-Fax units in Canada inspired a nice feature article on that country.

REXALL SQUARE has a news sheet called the *Rexall News*. A recent issue has a quiz on the cover. Fifteen famous trademarks are pictured, and readers are asked to identify them. Taking a clue from that cover, we will try to identify pertinent facts about the *News*. We couldn't seem to find it spelled out anywhere in the *News*, but we deduct that the Rexall Square, handsomely pictured, is a big office building which may be the company headquarters, and which seems to be located in Los Angeles. We figure this from references to the chairman of the Los Angeles County Branch of the American Cancer Society, to the California Department of Employment, and the statement that "interestingly enough, more Los Angeles people recognized the Rexall logo than any of the other trademarks." The *News* reprinted the PJ piece, "Job Title: Housewife" recently. The four-page *News* is printed in blue, including the pictures, and devotes most of its space to news about employee activities. We'd be glad to know the name of the editor so we could credit him or her with putting out a friendly news letter. Did we guess the location?

DRAYER-HANSON INCORPORATED has a large, one-piece news sheet called *The D-H Line*. The company too, seems to be located in Los Angeles, though they don't own up to it in the publication. Leonard

Alpert, assistant director of personnel, who sent us some copies, says the paper is published from a management point of view, and presents news as it appears in the plant, plus some editorializing and some appeal to sales distributors. New employees and promotions are listed, and there is a short column of personals. The paper has a well-arranged layout, and appears to be a straight-forward communications tool.

MCCULLOCH MOTORS CORPORATION, also of Los Angeles, gets out a handsome 12-page magazine, the *McCulloch Flywheel*. The photographic covers are full of human interest. One cover shows a man trying to get away on his vacation, burdened with all sorts of cumbersome sports equipment and menaced by his pistol-totin' offspring. A column of pictures and brief descriptions introduces various employees to each other. Another nice feature is a 'Kairycature' by a man named Kairys, of an employee—with a word description but no name. The name is revealed on the last page. Regular features and department news get clever titles, "Plating Plugs," "Skirts and Slacks," "Rim o' the Wheel," "Optic Topics," "I Do Parade," and "Special Deliveries." The latter two headings refer, of course, to marriages and births. Darrel Ellis, the editor, sent us copies.

CARRIER CORPORATION, Syracuse, New York, has issued a glossy annual report. An aerial color photograph of the plant makes a good-looking cover. According to the report, employment rose by 1,308 during the year. Over one-half of all persons on the payroll during the three years 1951 to 1953 earned advancements to more responsible positions during that period as a result of Carrier's practice of promotion from within the organization whenever qualified people are available. A new organization structure is charted in the report. It represents a shift from the functional.

HELP WANTED

TRAINING OR PERSONNEL ASSISTANT: For Company of 1750 employees located in Maryland. Degree in Industrial Relations, Industrial Engineering or Business Management required. Job requires assisting in establishing training needs and developing program for management and employee personnel, assisting in conducting a variety of courses at all levels, with emphasis on supervisor training and counseling on executive development. Good salary. Excellent promotional opportunity. Age up to 30. Send full information on education and experience. Reply Box 293.

POSITIONS WANTED

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

PENSION & WELFARE PLAN ADMINISTRATOR: Interested in position as assistant to busy executive in charge of pension and welfare activities. 15 years experience with pension and welfare plans derived from employment with Social Security Administration and leading life insurance company. B.S. and M.B.A. from Wharton School; majored in industrial relations and industrial management. Age 37, veteran, married, two children. Present salary \$7,000. Reply Box 274.

PERSONNEL-INDUSTRIAL RELATIONS: Young practical executive and Personnel Psychologist with 4 years of responsible Industrial Relations and Consulting experience seeks new challenge. Education: B.A. Personnel Administration, Psychology; M.A. Labor Relations; Ph.D. candidate in Industrial Psychology. Proven record of accomplishments. Resume available on request. Reply Box 277.

PERSONNEL DIRECTOR: Desires opportunity in personnel administration or training. Experience in educational and office administration, teaching and research. Doctorate in personnel. Prefer middle west or southwest. Present salary \$7200. Reply Box 280.

PERSONNEL: I have an M.A. and 6 years experience in case-work, testing and psychological consultation. I desire a personnel situation with a human relations emphasis. Box 281.

PERSONNEL, SELECTION, EVALUATION, TRAINING, and RESEARCH: 15 years experience in industry and government in U. S. and abroad. Ph.D. in Psychology. Presently employed but available. Reply Box 282.

PERSONNEL RESEARCH PSYCHOLOGIST: Desires position of consulting type possibly with opportunities for overseas assignments. Considerable responsible experience in this country and abroad. Married, no children. Ph.D. Available with one month's notice. Interview or resume on request. Box 283.

PERSONNEL ADMINISTRATION: BA degree, year of graduate work on MA in Psychology. Training in personnel procedures such as merit rating, job evaluation, position classification, and job analysis. Training and experience in administering individual and group tests. Familiar with both mechanics and theory underlying job prediction and placement procedures. Married. Available immediately. Box 285.

TRAINING: Desire position of increasing responsibility in the training area. Experienced in planning and organizing training programs. 3 years industrial training. 3 years university teaching. Education includes engineering training. Age 32. Married. Reply Box 286.

SALARY AND WAGE ADMINISTRATOR: 7 years experience in wage and salary administration. Can develop, install and operate a job evaluation plan tailored to meet your needs. Successful record in plant employing 10,000. Age 37, married, degree. Salary open. Reply Box 287.

PERSONNEL ASSISTANT: M.S. Degree, psychology (August 1954), 2 years experience with well-known private research organization in job analysis, test development, and identification of training needs. Seeking opportunity with an industrial concern which advocates and practices the application and advancement of technical methods in personnel work. Vet. married, age 25, available August 1st. Prefer New England or Upper New York. Reply Box 288.

IN THE SOUTHEAST? Frankly, I like it here, too, but I'll be happier working in an all-around personnel program with mfr. of tangible products. 5 years Law practice, 2 yrs. group insurance, and other varied experience. Versatile. Can be of real value. Married, child, 32 years old, LLB degree, native Southerner. Salary open. Resume gladly sent. Reply Box 289.

ECONOMIST-STATISTICIAN: Near Ph.D. 10 years government experience in economic and industry studies. Excellent knowledge of sources and analytical techniques. Desires position with market research or economic research department. Age 36, married. 2 children. Reply Box 290.

ASSISTANT PERSONNEL MANAGER OR JOB ANALYST: Broad background of seven years college level teaching experience and M.A. degree in Sociology. 2 years of personnel experience in the areas of job classification, interviewing, recruitment, placement, employee relations, personnel records. Seeking position as Assistant Personnel Manager of medium-sized concern or as Staff Assistant in field of job analysis with a large concern. Willing to relocate. Resume on request. Reply Box 291.

PERSONNEL MAN: Currently in charge of salary administration and collective bargaining in a technical organization on West Coast, offers successful performance at managerial level and temperamental affinity for personnel work in exchange for opportunity furthering professional development and advancement. Age 42, present salary \$7440, with previous record of superior accomplishment in academic research, university teaching, and military personnel work. Box 292.

PSYCHOLOGIST: M.A. University of Chicago. Interested in counseling position. Age 37, single. Box 294.

Industrial Engineer to supervise Standards Department with experience in Time Study and Methods Improvement. Paper-board Manufacturer. New York-Metropolitan area. Reply Box 295.

Journal

LABOR RELATIONS AND PERSONNEL PRACTICES

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Number 4

<i>Conference Calendar</i>	122
<i>Editor to Reader</i>	123
<i>Articles</i>	
Your People's Pay: How Much Should You Tell Them About It?	Staff-Written 127
New Kind of Performance Review Emphasizes Executives' Development	Earl P. Johnson 131
How Not to Scare the Participating Trainee	Loretto Young 134
Woo the Worker: Pay the Costs	Winnifred F. Parke 136
Some Problems Arising from Executives' Promotions, Transfers	Paul L. Mitzner and Arnold E. Schneider 138
The Employee Interview As Seen by Job Applicants	Harry Seligson and Don Brooks 141
<i>Just Looking, Thank You</i>	144
<i>Books Reviewed</i>	148
<i>Personnel Research</i>	Reviewed by Margaret W. Moore, Ph.D. 149
<i>Across the Editor's Desk</i>	Gleanings by Dorothy Bonnell
With the Local Personnel Associations	151
Attending the Conferences and Courses	153
What's New in Publications	155
Looking Over the Employee Magazines	158
<i>About the Authors</i>	133
<i>Help Wanted and Positions Wanted</i>	160

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*
EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

SEPTEMBER

- 20-21 New York City. New York University
New York University and National Records Management Council. 1st Annual Conference. Dr. H. W. MacDowell, Gallatin House, New York University, 6 Washington Square North, New York 3, N. Y.
- 29-30 West Lafayette, Indiana. Purdue University
Oct. 1 *Purdue University*. 12th Annual Conference on Training in Business and Industry. Prof. Harry S. Belman, Conference Chairman, Purdue University, West Lafayette, Indiana

OCTOBER

- 14-15 Milwaukee, Wisc. Hotel Pfister
Society for the Advancement of Management. Annual Midwest Regional Management Conference. Earl F. Warzinik, Chairman, Line Material Co., Milwaukee, Wisc.
- 25-28 Palm Springs, California. Desert Inn
Merchants & Manufacturers Assn. 12th Annual Personnel Conference. Charles A. McKeand, 725 South Spring St., Los Angeles 14, California
- 28-29 Austin, Texas. University of Texas
Texas Personnel and Management Association. 16th Annual Conference. Norris A. Hiatt, Executive Secretary, Texas Personnel and Management Assn., University Station, Austin, Texas

NOVEMBER

- 1-2-3 Cincinnati, Ohio. Hotel Netherland Plaza
American Society for Personnel Administration. 6th Annual Conference. Convention Headquarters, P.O. Box 1696, Cincinnati 1, Ohio
- 7-11 Miami Beach, Fla. Hotel Casablanca
Civil Service Assembly. Annual Conference on Public Personnel Administration. 1313 East 60th Street, Chicago 37, Ill.
- 18 Chicago. Conrad Hilton Hotel
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal and Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions; Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢.

MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

FALL IS APPROACHING and for me this always means California. This year I hope to be able to make several stops in the southwest including a visit to Dean Lohmann at Oklahoma Institute of Technology. As usual, I plan to take in the wonderful conference that Charlie McKeand of the Merchants & Manufacturers Association of Los Angeles puts on every October at Palm Springs. Last year, the assistant editor and I made a one-day trip to Carmel, after which she announced that this year we would go there to spend a few days! My grandfather went to California in 1849 and I have been going there ever since—as often as possible.

ONE OF THE ADVANTAGES OF MARRIED LIFE is that you have a congenial companion always at hand to join you in projects of mutual interest. *Personnel Journal* provides many a pleasant excursion for my wife and me as co-editors.

A recent experience offers a case in point. I had been asked to speak on salary administration at the 36th annual Silver Bay Conference on Human Relations in Industry. As most of you know, this is an affair which has been sponsored for almost 40 years by the Young Men's Christian Association. Silver Bay is on Lake George and it is a beautiful vacation spot which I had not visited in a great many years. In this holiday atmosphere, we enjoyed two days, embroidered with as nice a combination of experiences as one could want.

First of all, I enjoy talking on subjects on which I am informed, and salary administration is certainly one of them. In the second place, I had the pleasure of attending conferences led by others, and learned a great deal. Thirdly, I was able to meet many old friends and to become ac-

quainted with interesting new ones. Finally, we enjoyed the vacation atmosphere of Silver Bay and the inspiring tone set by the leaders and the staff.

Among others whom we met was Matt Murphy, the new editor of *Factory Management and Maintenance*. Anything to do with *Factory* magazine has a special place in my mind, because one of the journals which is an ancestor of the present magazine published the first article of mine which ever appeared in print—a story of a time and motion study which I successfully completed. You will find it in *Industrial Engineering* for November, 1917!

The program as a whole was exceptionally well planned and the quality of the speakers was high. Dr. Charles C. Noble was one of the most inspiring speakers I have ever heard. He is Dean of the Hendricks Memorial Chapel of Syracuse University. Dr. Noble made his points with a collection of most appropriate and amusing stories. (Have you heard about the back seat driver?) My comments on some of the speakers represent the combined efforts of my wife and associate editor, and myself.

Robert H. Carson, Vice President, U. S. Fabric and Plastic Corporation of Sterling, New Jersey, spoke on "How to Put Ideas Across to Supervisors as well as Subordinates". He gave some practical suggestions for selling—both below you and above you. Having had trouble over the years in selling in both directions, I was very appreciative of the value of his comments.

Dr. Herbert H. Meyer, a psychologist now doing personnel research for General Electric, talked on "New Interviewing Techniques". He gave most of his time to suggestions on conducting the employee performance appraisal interview, pointing out at the outset that this kind of interview

constitutes two-way communications. He gave specific suggestions for the conduct of these interviews, urging that effort be made to give the employee a chance to talk and express his views; and that the supervisor be taught how to encourage as well as criticize the employee.

A suggestion of particular interest was that the supervisor, in reviewing the performance of the employee, should deal with things actually done by the employee rather than merely criticize his general behavior. That is, don't say "You haven't any initiative"; rather give examples of situations in which there was an opportunity for the employee to undertake to do something on his own initiative where he failed to do so.

Dr. Frank B. Miller of the Cornell Industrial Relations School gave a stimulating talk on "How to Improve Employee Motivation". He stressed appreciation of the individual, pointing out that it is not true the American worker is chained to the assembly line, since less than a quarter of all workers are engaged in assembly line work. He pointed out that routine jobs can be made rewarding. Studies at Prudential Insurance Company and the University of Michigan show that most people are capable of work in organized groups.

Clinton H. Cox, head of a company of that name, in Newark, spoke on "How to Train Line Executives to Do a Better Personnel Job". He pointed out that during the war, under the pressures of getting out production, there was a tendency for line supervisors to pass their personnel responsibilities on to a staff group. Now, they should take back their own proper responsibilities and the personnel department should train supervisors in the personnel aspects of their job—safety, job evaluation, suggestion systems, labor laws and the like.

Lester R. Bittel, industrial management editor for *Factory Management and Maintenance*, spoke on "How to Get Employee's

Support for Cost Reduction Activities". He stressed the need for helping employees and union to understand the reasons for cost reduction. He remarked that careful research shows that production tends to be highest when supervisors give more freedom to workers, and when they in turn are given more freedom from top management pressure. However, most workers need constant supervision. In reducing costs, it is helpful, as studies at Field Crest Mills showed, to take the following steps:

1. Determine objectives
2. Make careful plans
3. Explain need for savings
4. Give individual instructions
5. Tell results

There should then be a follow-up and discussion of results. The union should be told of the need for competitive prices. An exhibit of products helps to make the cost point to employees. Of course, cost reduction applies to general management as much as it does to production workers.

Thomas H. Nelson, of the consulting firm of Rogers, Slade and Hill, spoke on "Ways to Get Better Results from Use of the Case Method in Supervisory Training". Tom Nelson is one of the most effective conference speakers. His principal activity is executive training. Those who hear him are always eager for more.

John E. Gagnon, Director of Personnel, Olin Industries, gave a down-to-earth discussion of "The Foremen's Role in Labor Relations". Among other things, he said to consult your foreman before commencing negotiations for a new contract. Their experience in day-to-day handling of individual problems enables them to make practical suggestions for improving the contract. He stressed also the need for fairness and honesty in dealing with unions.

Mr. Gagnon recounted his experience with a man who had been a union shop steward for a great many years and in due time was made foreman. This man took some foremen courses on various subjects

and when he got to labor relations he was astounded to discover that the company was telling its own foremen to be fair and honest in its dealings with the union and with individual employees. This experience made the speaker realize that most companies, his own included, had not explained the company position or made the company attitude understood by union leaders.

The talks which we heard were so uniformly excellent and useful that we regretted that it was not possible for us to hear all of them. Altogether, this was a stimulating and helpful conference, all the more enjoyable because of the fine spirit in which it was conducted by the Silver Bay Association in the pleasant holiday surroundings.

YOU HAVE NOTICED, I SUPPOSE, that a union recently announced it was creating an independent committee to pass on appeals for union disciplinary actions. Any member of the union who is to be punished can put his case to an impartial nine-man Board of Jurors, made up of public educators and former public officials. This forward-looking union is the Upholsterers Union (AFL). They have thus placed an official check against arbitrary abuse. As the New York Times reports it, Professor Archibald Cox of Harvard will be its first chairman.

"OF COURSE EVERYBODY WANTS MORE MONEY; but how many thousands of workers are going along from day to day, performing efficiently, without any ambition for promotion to positions of greater responsibility?" That question was asked in a talk by John J. Boyle, Chief of the Employee Utilization Section, U. S. Army Corps of Engineers, Los Angeles District, at a Civil Service Assembly last Fall.

Mr. Boyle sent me a copy of the talk, saying that my recent comments "regarding workers' real or presumed interest in promotions, provided part of an answer to

questions I have been tussling with for some time." One of the questions with which he has been wrestling, as shown in his talk, is the assumption "that everybody wants a promotion—that the mass of personnel are motivated by some mad desire for advancement."

"A real contribution could be made," he continued in his talk, "by purposeful scientific study (of) the extent to which this is true. It might be discovered that a surprising proportion of Government employees are perfectly satisfied to stay in their present jobs or at their present level of responsibility. . . . In our efforts at encouraging employees toward self-improvement and development, (let us) look kindly and with understanding on the employee who wants to be left alone, the employee who requires some other incentive for improved work performance than possibilities of advancement. The productive efficiency and value to the organization of a completely complacent employee may actually be greater than that of the worker who is constantly looking to the job ahead."

Possibly one question that bothers Mr. Boyle is how to satisfy both the employee's built-in desire to grow and make more money, and his reluctance to prepare himself to handle more responsibility. The responsibility that goes with a job is a most important consideration in any job evaluation method. The employee can be paid more as he acquires more experience and know-how, but will not reach anything like his potential unless he is able and willing to accept more responsibility. That usually requires sustained and directed effort, within or without a company development program.

Mr. Boyle says I gave him only "part of an answer" to his questions. If he finds other parts I hope he will share them with PJ readers and me.

I SEEM TO HAVE ENJOYED at least my

share of conferences in recent months. One of the best was that of the Society for Personnel Administration at Princeton in mid-June.

The subject of the conference was executive development, and the keynote was struck at a panel meeting held on Saturday morning under the chairmanship of John Macy, Jr. Executive Director of the U. S. Civil Service Commission. The members of the panel were O. Gordon Delk, Deputy Commissioner, Internal Revenue; Robert K. Greenleaf, Assistant Vice President, American Telephone and Telegraph Company; John F. Hilliard, Deputy Assistant Director for Manpower, Office of Defense Mobilization; and editor Edward N. Hay, President, Edward N. Hay & Associates.

Although each panel member was asked to contribute one special angle on finding, getting and keeping executives, the underlying principles for all three functions were concerned with development.

It was said that a good executive is one who develops the people under him—who helps them to be comfortable with uncertainty and able to take risks in making decisions and giving answers, and who by his example aids his helpers to become skillful with those who work under them.

The ideal executive was defined as being self-motivated, having good intuitive judgment, and being willing to take risks—at the same time having the courage to acknowledge his mistakes. He should be devoted to his job, thoroughly believing in it—being optimistic rather than pessimistic.

Advice was given about ways in which this development process could be accomplished. Every executive should be concerned with selecting and training someone to fill his job. This would ensure the rising man ample opportunity for growth. In a government office where there are career

employees, it was said that outside consultants for a period of 6 months or less are very valuable in assisting in the planning and motivating of the various departments.

The conference was excellently planned and everything done for the comfort and convenience of those attending, who were seated at long tables with their places marked by cards having their names on both sides in large type. These name cards were collected after each session and redistributed, with the idea of giving people different neighbors at successive sessions.

NEWSPAPERS RECENTLY CARRIED A STORY on the ousting of a union as bargaining unit for employees because it insisted that women quit their jobs 30 days after marriage. This happened to Local 100, Central States Petroleum Union, independent, at Standard Oil Company, Whiting, Indiana.

It seems that the Union had long had such a provision but the ladies picked an appropriate day, Labor Day, 1952, to object. They formed a new union, "Office Employees Association, Independent". An election was held and the results were in favor of the new union, 370 to 34.

IT DOESN'T PAY TO GET TOO TECHNICAL with some people. I was talking the other day about reporting results of a salary survey according to the average results for a group of jobs. I used the term "regression" as the name for the process by which this is done. A few days later, my friend in conversation referred to the "transgression chart". Since their rates are somewhat low, I suppose the name seemed appropriate enough to him.

Ed Hay

Your People's Pay: How Much Should You Tell Them About It?

A Staff-Written Exploration
of an Almost Universal Question

“INDIVIDUAL salaries, quite properly, are matters of confidence between the employees and their bosses. But when a company has a fair and equitable *salary program*—and most progressive firms do have such a program—why shroud it in secrecy? This secrecy is the white-collar union's most formidable weapon, placed in its hands by management. Management's short sightedness in this area of employee communication is literally driving the white-collar workers into unionization.”

So writes a personnel man in a large company. He asks that his name be withheld. We comply, as we will in the case of any other reader who requests anonymity in sending us his views on the subject. Before presenting a few editorial observations, let us see how our correspondent develops his thesis further and what other questions he raises besides “why shroud it in secrecy”.

“The management of industrial companies,” he says, “for the most part just take salaried employees for granted. Such employees are supposed to be ‘management-minded’—loyal, hardworking, independent. They dare not raise any question about the firm's salary policy. Although such policy is a deep, dark secret, the salaried employee is expected to assume that it is fair and equitable.

“Prior to World War II the salaried employee occupied a role of reasonable security. He enjoyed privileges and advantages not then enjoyed by his hourly counterpart.

“During the New Deal and Fair Deal eras, labor law reached maturity. The hourly employee, now having powerful

Whether you have a systematic pay program or a set of informal pay practices, sooner or later you face the question of how much, if anything, you are going to tell your white-collar or salaried people about how their pay is determined, how and when raises are given, and so on. Readers with ideas on the subject are cordially invited to share them with the rest of us.

union representation, is no longer an orphan. His privileges and advantages are much the same as those accorded his salaried co-worker. As a matter of fact, improvements now gained by salaried employees come about pretty much as a result of negotiations between the hourly unions and management. During the last 12 to 14 years the general compensation level has been rising. In most instances it has more than doubled. Under those conditions a certain amount of complacency on the part of the salaried employee was to be expected.

“But, as of mid-1954, conditions appear to be different. The general level of compensation, following the cost-of-living pattern, is leveling off. Under these conditions, is it logical to expect the same complacency on the part of the lone and unrepresented salaried worker? I think not.

“There are growing indications among salaried employees—the non-exempt ones in particular—of fear, skepticism and un-

rest about companies' salary policies. In general, I think that salaried employees have fared as well as their hourly counterparts over the past dozen years, and perhaps better. But do they know this? For the most part, the answer is a definite No, as proved by extensive surveys.

"Only more information and better communication can correct the conditions that have arisen. Bigger salaries definitely are not the answer. Management is thus at the cross-roads of decision. Should it continue to withhold from salaried employees the basic facts about a program so vital to them—and risk the consequences? Or should it remove the curtain of secrecy and by greater enlightenment win increased employee loyalty?

"White-collar unions are making good progress. In some cases salaried employees who were recently organized admit that enforced ignorance of companies' salary policies motivated their unionization."

* * *

Generally speaking, we are in agreement with our correspondent that employers would do well to be much more candid with their white-collar people in all classifications with respect to the way their salaries are determined. As we have often pointed out in bulletins that have had wide circulation, the *way* a company sets the pay of its people, and the *way* it is decided who is entitled to a raise and how often—these things often matter more to the employee than the *amount* in his pay envelope.

As our friend suggests, practically every company tries to be fair and to maintain salary levels reasonably in accord with current competitive conditions. Most employers have made great expenditures of time and money to provide the best possible standards and guidance for proper salaries.

Every effort has also been made to set salary standards in accordance with the duties of each job. Job analysis and modern plans of job evaluation contribute greatly to the achievement of this desirable result.

Through frequent salary comparisons among companies, efforts have been made to maintain a reasonable balance in the pay structure as compared with competitive employers in the area.

In their efforts to balance salary expense with other elements of expense, many companies have given careful attention to their total salary costs. Managers and supervisors have been given training and have been provided with all possible information to enable them to administer salary programs in their own departments. A few companies have established salary increase budgets. Merit or performance rating plans of varying effectiveness have been introduced as an aid to the supervisor in the determination of relative merit when salary review time comes around.

SALARY REVIEWS ARE APPRECIATED

The very institution of orderly salary reviews by many companies is in itself evidence of management's desire to recognize the increasing worth of employees resulting from improved skill through greater experience. Some of these plans even provide for an interview with the employee at least once a year—normally at the time of salary review. It is at this point that the employee's own opportunity to express himself appears for the first time. With very rare exceptions, no provision is made in even the most elaborate plans for the employee to communicate or be communicated to with respect to his pay.

Recently union organizers opened a strong campaign to organize the salaried employees of a large manufacturing corporation. The core of the campaign is employee dissatisfaction with salaries. This dissatisfaction, the company believes, is based primarily on misinformation. But some officials of the company believe that it is not so much a matter of "misinformation" as a lack of information. This poses the question, very sharply drawn for this

company, as to just what information should be given to employees and how it should be given.

* * *

At the start of these editorial remarks we hedged a little with that weasel phrase "generally speaking". Even in this matter of putting all the salary cards face up on the table, there may be arguments on both sides and, in a particular instance, circumstances may alter cases.

A committee of an industrial association recently studied this very question and issued the following pro and con arguments with respect to giving out information about employee compensation:

ARGUMENTS ON BOTH SIDES

"Against communication—

"1. In several ways, a program of communication would cost a substantial amount of time and money. There is no visible or measurable financial return for this expenditure.

"2. Communication of this information may tend to stimulate interest in white collar unions by arousing general interest in compensation matters and in the company's relative pay levels.

"3. Dissemination of benefits accruing to salaried people which do not apply to hourly people would probably arouse desires, by the hourly people, for such benefits; these desires would promptly take the form of a demand at the next contract negotiation.

("NOTE: In many instances, however, the unions already have full knowledge of special salaried benefits.)

"4. By announcing the salary ranges, the company would have to either justify each employee's rate to that employee's satisfaction, or give the employee a raise to keep him or her happy. Since most of this justifying would have to be done by section heads who more often excel in their technical, as opposed to *supervisory*, compe-

tence, it would be expected that increases in salaries would be numerous. Moreover, supervisory freedom to pay whatever they think is appropriate would be restricted.

"In favor of communication—

"1. Unless such programs are instituted there are several reasons to believe that white-collar unionization will result sooner or later:

"a. Information about the field of compensation is of real interest to employees, and providing this information to employees is a very common function of unions. Hence, if this information is not provided by the company, the employees may easily look to a union for it.

"b. Until employees have been factually and honestly told where they stand (both individually and as a group) they will, of course, form their own conclusions. As we know, these conclusions are often unfavorable to the company, since lack of information breeds distrust—employees feel that the company has something to hide.

"2. Communication to employees will greatly enhance their loyalty and performance, since they will realize clearly that the company not only takes a sincere and active interest in establishing fair pay policies, but that it also goes to great lengths to explain them.

"3. Communication has a by-product value in the form of supervisory development since it puts the *supervisors* in the position of:

"a. Having to answer all employee questions concerning the compensation program.

"b. Having to justify to each employee the level of that employee's salary in relation to the range; it makes the supervisor talk privately with the employee about his performance *even when it is bad*—a task many supervisors shy away from until the employee has to be terminated."

* * *

As all of us know, the "veil of secrecy" about salary matters is by no means universal. Some companies come pretty close to "telling all": others take their people into their confidence half way or more.

Recently we had the privilege of sitting in on a session called to tell a group of supervisors and white-collar specialists something about their company's salary structure and policies. An official of the company had come with facts and figures about their salaries in relation to general salary levels and the cost of living.

He threw onto a screen charts and graphs and factual statements emphasizing, among other things, the company's ten major pay policies. He told of the salary ranges that had been set up, with their 35% spreads at low levels and 50% spreads at high levels. He told how salaried jobs are evaluated, and why and when. Specimen job specification sheets were passed around while he discussed the factors that are taken into consideration in job analysis.

Altogether, we thought the personnel man's illustrated talk impressed his hearers with the company's sincere intention to do the right thing by them, and was well worth while.

TELLING THE SALARY STORY

Some companies give a great deal of down-to-earth information about salary procedures in attractive illustrated booklets. A bank in Philadelphia is a notable example. Their 8-page, 6 x 9" booklet was issued in 1952 with the arresting title "How Do I Get a Raise in Salary".

Part 1 takes up job evaluation in detail. Among the subheads are, How does the Bank decide my salary? Who rates my job? Who described my job? Can I see my job description? (The answer is "of course".) What happens when I get to the top of the rate range?

Part 2 discusses performance rating. Among the subheads: How will I know

whether my performance is satisfactory? On what qualities am I performance-rated? Will I get a raise if I improve in any quality?

Part 3 is headed "Salary Review". Some of the subheads: How often is my salary reviewed? Who reviews my salary? What factors determine whether I get an increase? Who decides the size of my increase? Does the salary review committee rate my performance? Who can discuss my salary with me to answer my questions?

We have before us another booklet, also of 8 pages and about the same size, issued by the Daystrom Furniture Division of Daystrom, Inc., Olean, New York. This deals only with job evaluation. The theme is that "We use a well-tested, carefully developed system of job evaluation . . . because it does satisfy!" Employees are told in simple step-by-step fashion how their jobs are evaluated and grouped into "labor grades". Several cartoon illustrations liven the story.

MUST "TELL THEM" REPEATEDLY

Both of these booklets, especially the one issued by the bank, are good. But we don't think any printed piece, however good, can do the complete communications job. Every applicable medium of communication, both verbal and visual, must be continuously employed to make people understand and make them as nearly 100% satisfied as possible.

Reiteration is essential. The old negro preacher explained his method with his flock. "First," he said, "I tells 'em what I'se g'wine to tell 'em. Den I tells 'em. Den I tells 'em what I done tol' them." If you are going to take your people into your confidence (and we think it's the thing to do if you have a salable salary program) about job evaluation, performance rating, salary ranges and salary increases, you must tell them not only once, but "tell them what you done told them", time and time again in different ways.

New Kind of Performance Review Emphasizes Executives' *Development*

By EARL P. JOHNSON, Personnel Assistant Manager
Frederick & Nelson, Seattle, Washington

Most Performance Reviews and Merit Ratings are designed to rate the person against some established standard or value. The emphasis is on how close the person comes to that standard. This is somewhat like the old system of grades given in school. For example, the student was given a final grade of 85%; he knew that this was quite good, but he was generally not told how he could achieve that other 15%.

Such was our thinking some time ago at Frederick & Nelson. We studied the problem, looking over a great many performance review forms used by other companies, and concluded that our performance reviews were not as valuable as we could make them if we concentrated on the real purpose of the reviews. We kept asking ourselves what it was that we were really trying to accomplish. The idea that evolved, we think, is different enough to be of considerable interest.

We realized that the major purpose of an appraisal is *development*. It is definitely not the purpose to produce technically perfect appraisals. Our old performance review forms were set up with columns alongside the various items to be rated, and each item was to be checked in one of the columns; excellent, good, satisfactory, fair or poor. We were following along in the old pattern of rating against words or standards.

Our new method differs in that we no longer attempt to "grade" anybody. The real purpose of the performance review is to enable the supervisor to point out to the staff member those areas which need im-

The periodic performance review can be one of the best tools in the personnel kit, or one of the least effective. The author analyzed the real purpose of reviews, and produced an idea that does away with grading—concentrating instead on helping executives see where improvement is most needed, and providing a basis for discussion.

provement, and then to suggest ways and means of making those improvements. In other words, the aim is to really develop an understanding between the supervisor and the staff member regarding the latter's performance, and ways to improve it.

In order to accomplish this purpose, we have eliminated the classifications of "Excellent", "Good", "Satisfactory", "Fair" and "Poor". We have substituted two items to be checked; "Discuss" is one item and "Completely Satisfactory" is the other. If the supervisor has any suggestions to make, or some questions to ask with respect to a certain phase of the staff member's work, the item "Discuss" would be checked and the suggestions or questions would be written down in the space provided. If the staff member is performing the work in a manner satisfactory to the supervisor so that the supervisor has no suggestions to make, the item "Completely Satisfactory" would be checked.

Obviously, any staff member can improve certain items as time goes by, and

very few people are perfect in every part of their work. The item "Completely Satisfactory" does not indicate perfection, but rather complete satisfaction to the supervisor in so far as that particular phase of the work is concerned at the time. We have indicated in our instructions that, if the supervisor wishes to do so, he may check the "Completely Satisfactory" item and then enter complimentary or other morale-building remarks in the space provided.

DISCUSSIONS ARE CONSTRUCTIVE

When the form has been completed, the supervisor sits down with the staff member, and they talk over the Performance Review and the suggestions, adding on the form any other ideas brought out in the discussion. The discussion centers on working out ways to improve. Disagreement on whether the rating on a particular item should be "Good" or "Excellent", "Fair" or "Poor" is avoided.

Our experience has been that our new form is much more acceptable to supervisors in that it does give them an opportunity to work with the staff member for improvement, and to write down prior to discussion with the staff member those few areas wherein improvement is necessary. The process is also more acceptable to staff members in that they realize the supervisor is working toward their improvement, rather than coldly rating them against some arbitrary standard. The form has the further advantage of being simple in appearance, with considerable white space. It does not look so complicated as the forms previously used. More experience will give us more information with respect to the specific characteristics to be considered in the work situation, and no doubt we will revise these forms from time to time.

* * *

Editor's note: In sending us this paper Mr. Johnson said it had been presented

first to the Seattle chapter of the Pacific Northwest Personnel Management Association, as part of a program in which several members reported on "What's New in My Company". With reference to the new performance reviews he added:

"We have developed three sets of forms; one for our merchandising executives, one for our non-merchandising executives, and one for our regular staff members. The forms are sent out soon after the first of the year and are to be returned within a short period of time. We are following the practice now of sending the regular staff member performance reviews out to the managers on the staff member's anniversary date. This spreads the work out over the year, and we believe that we get better results."

THE FORMS DESCRIBED

As Mr. Johnson pointed out, the forms are simple in make-up and provide lots of white space for the supervisors' remarks and suggestions. The form used for Merchandising Executives lists 26 items on four pages—or, rather, on both sides of two 8½ x 11" sheets. The form for non-merchandising executives lists twenty items on three pages; that for staff members has 25 items for those who are salespeople, only 16 for non-salespeople.

Each form is followed by a page for "Additional comments by manager" and "Comments by staff member". There is also a space for the staff member's signature, but it is noted that the staff member need not sign if he doesn't choose to. In each instance the set of forms also includes a single page for the supervisor to use in reporting to *his* superior. The supervisor is asked four questions about each staff member: 1. In your opinion is this staff member properly placed? If not, explain briefly. 2. What characteristics represent the staff member's greatest assets? 3. What characteristics, if not corrected, will hinder his future de-

velopment? 4. What is your program for this staff member during the year?

To give an idea of the kind of items included in the executive performance reviews, here are some queries on the form used for merchandising executives. Bear in mind that each item is to be checked either "Discuss" or "Completely Satisfactory" and that there is space for "Remarks" in each instance.

1. *Planning and Organizing:* Ability to plan ahead, budget, schedule and lay out work so as to make most effective use of personnel, material and equipment.

2. *Cooperation with Other Divisions:* Ability and willingness to work with and for others toward the best interests of all concerned.

4. *Ability to Analyze:* To size up a problem, get and evaluate the facts, reach sound conclusions and present them in a clear and concise manner.

8. *Consistency in Following Through:* Ability to keep up schedules and to meet deadlines.

10. *Ability to Get Along with People:*

Effect on other people as a result of his disposition, tact, enthusiasm, sincerity, appearance, etc.

15. *Initiative:* Ability to originate or develop constructive ideas, new situations, methods and procedures.

17. *Vendor Relationships.*

18. *Correct Timing in Planning, Buying and Promotion of Each Item in the Department.*

20. *Maintenance of Adequate Stocks:* Keeping proper basic stocks, assortments and quantities.

21. *Merchandise Presentation:* Good stock-keeping and department displays and sufficient merchandise on selling floor at all times.

26. *Level of Performance as a Manager in Comparison with Previous Year.* (This final item is the only one not to be checked "Discuss" or "Completely Satisfactory"; instead, it has spaces to check "Down", "Even" or "Up".)

"We have had enough experience with this new type of performance review," says Mr. Johnson, "to be satisfied that it has real values."

About the Authors

Earl P. Johnson of Frederick & Nelson, a Marshall Field store in Seattle, has been in public welfare and personnel work since his graduation from the University of Nebraska in 1934. He holds a Masters in Public Welfare Administration from the University of Chicago. He is past president of both the Portland and Seattle Chapters of the Pacific Northwest Personnel Management Association and last year was their general Conference Chairman.

Loretto G. Young, Assistant Departmental Training Officer, California Department of Employment, Sacramento, took a BA in English at the University of California. She held line and staff jobs in the army for 4 years, after which in 1946 she worked with the Veterans Administration in San Francisco as employee relations counselor. Since 1947 Mrs. Young has been with the California Department of Employ-

ment as placement interviewer and employment counselor, administrative analyst, and now as a trainer. Concurrently she is instructing in the U. S. Army Reserve School.

Winnifred F. Parke has worked with her husband from the start of James D. Parke Co., in the overhead doors business at El Segundo, Calif. "Watching the relaxed work habits and casual personnel methods of our neighbors whose profits are guaranteed by the government," she says, "is making something of an author out of Mrs. Parke". Her article "Go Ahead and Drift, Bud" appeared in *Nation's Business* last year.

Paul L. Mitzner is Director of Personnel, State Farm Insurance Companies, Bloomington, Illinois. He received his BA from Beloit College,

How Not to Scare the Participating Trainee

By LORETTO G. YOUNG, Assistant Training Officer
California Department of Employment

WE ARE all agreed that participating training methods produce the most effective results. But we know, too, that when we use these methods our trainees are initially in a state of panic or apathy. This is a major in-service training problem because our trainees usually have background knowledge in the subject, and the old ice-breaker—the introductory lecture—is just a waste of time.

So, how to begin? How can we plunge the trainees with the least possible delay into the ice water of participating and contributing? A method which seems to warm the water up a little is to involve the trainees in personal contacts *without making a ceremony of it*.

In role playing, for example, instead of isolating two people and instructing them to conduct an interview, present the group with the role playing situation in a "conference-of-the-whole" by such questions as:

"How could we start this interview?"

"Should the supervisor include more than a greeting in his first remarks?"

"In this situation, what would the employee be likely to reply to a greeting?"

"What does the supervisor *feel* as he opens the interview? The employee?"

"If he feels like that, how would he look? Act?"

When you have most of the group contributing answers and interested in the problem *then* select two people to try one of the suggested courses. The person who suggests an idea should not be called on to try it out. The old pattern of "You thought of it, you do it" creates a thundering silence

Strong men sometimes go pale and look for a table to hide under, at the merest suggestion that they might be called on to participate. How to "sneak up" on such people, and have them taking an active part before they know it, is told here . . . it's something like dunking the toes before getting wet all over.

when the instructor is trying to get suggestions and solutions.

Informality should dominate this initial try. Don't shove your performers into the spotlight; let it sneak up on them. Let them sit where they are, and don't prescribe rules, means or methods. Nudge the group discussion into the interview situation—don't push it.

The dialogue should only go on until its momentum runs out—probably 2 or 3 minutes. When conversation flags, you have the problem of deciding whether:

1. One of your roleplayers is just groping for words—in which case you supply them and let the conversation roll on.
2. The ideas have dried up, and it's time to step in and invite group comment, or ask another couple to try another way which the group has suggested.
3. Comments exchanged by two trainees can be turned into a first-person exchange.

Usually, ten to twenty minutes of this type of group interaction and participation is enough to launch your trainees into a comfortable and interested practice-inter-viewing or role-playing situation.

STARTING A BUZZ SESSION

The same "sneak up on them" method can be used to begin instruction in Conference Leading. When buzz sessions are used in training, leadership of the buzz groups often presents a problem if you must be sure you get a definite amount of learning from the training. To stay within the timing and be sure definite areas are covered, you may wish to designate the group leaders. This is particularly true if you know you must avoid "self appointed" leaders, or group designation of individuals who normally do all the talking and stifle the expression of group members.

When the leaders you select have no training in conference leading, you can insure much better results from the buzz sessions if you give them some orientation to their duties, a knowledge of group-leading problems and ways to handle them, and some experience in conducting buzz sessions prior to the training.

One to two hours spent with the leaders will remove many of their fears, and prevent inept handling of the buzz session. The short time usually allowed for buzz sessions makes efficient leadership particularly important if you are to get worthwhile expression from session members.

Make the orientation of your group leaders extremely informal. The meeting should have the tone of a consultative conference, and should not be called a "training session".

The problem situations you use for practice can either be those you have chosen for the buzz sessions or, if the buzz session topics are to be selected by the trainees, sample problems will serve your purpose.

A good opening for your leaders' session is a discussion of the purpose and content of the training, the methods to be used, the sequence to be followed, at what point the buzz sessions will be used, the job of the buzz session leader, how the sessions will be reported and how the reported material will be used.

These topics should produce some questions from the group on the mechanics of the training session. By the time you have answered the questions, the group will feel comfortable, and you will find it easy to introduce either the problems the buzz sessions are going to consider, or the practice problems.

GETTING EVERYBODY INTO THE ACT

A discussion by the group of the difficulties encountered in opening a conference will give you the opportunity to *demonstrate* how *not* to open conferences, and point out where each opening fails. You will probably get a few laughs, which will help the group atmosphere; and the leaders will see why poor openings cause trouble for a conference leader. (If you're opposed to negative teaching, you won't like this idea, of course, so it probably won't work.) After a few "bad" examples, ask how the opening could be improved.

Select a good answer or develop one from the comments, and ask someone to try it on the group. Other group members can be asked to role-play typical reactions, or they can be left to their natural responses. Tell the person who is practicing that he is only to get the discussion started. Don't let him fail! Be ready to slide in and move the conference on if it starts to dry up. Again, two to three minutes is enough time.

Encourage comments and discussion on the methods and their difficulties. You can pick up any of these comments to point out the usual hazards and hurdles the conference leader faces, or use them to shift the practice to another group member.

When all or most of the group members have had a try at opening the conference, select another problem, ask one person to get group discussion started, another to lead the body of the discussion, and a third person to summarize.

Besides the advantage you get from better-led buzz sessions, your leaders will get considerable satisfaction from leading a

conference successfully in the training session. Your whole training program will benefit because you are developing skills which you can use in future training sessions. If your buzz session leaders are supervisors, you have a by-product—the experience and skill they develop will improve the staff meetings they hold with their own employees.

Woo the Worker: Pay the Costs

By WINNIFRED F. PARKE

James D. Parke Company, El Segundo, California

WHAT ever happened to the people who used to write the ads in the "Help Wanted" columns of metropolitan dailies? Users of strong language such as "industrious", "a good producer", "fast worker". Lovers of beauty, too, for the little phrase "must be attractive" was tacked on to a great many of the ads in the female column. And above all, admirers of the experienced. What niche has management found for these strong and forthright men and their list of virile adjectives?

Their post-war replacements are of a different breed. Supplicants who cry—"Come live with me and be my love, and I will give you the best rest rooms in town." On bended knee, with hat in hand, they court the reluctant quarry with promises of benefits, vacations, and A-1 working conditions. They talk of interesting atmospheres, a job that you'll enjoy, challenging work, top wages. They'll pay you while you learn, and they do not ask you to be attractive.

And what do they demand in return for this carload of goodies that they are offering? Not much. And they're not getting much.

Bouncing out of college and into the rose-tinted atmosphere of post-war business,

The author, who with her husband operates a small factory, finds many employers offering a "carload of goodies" to prospective employees—and getting too little in return. Even some personnel people, she declares, forget that the fringe-benefit "goodies" are extra, and they give little thought to the cost.

the young personnel man of today has begun his working life under conditions so false and so completely at variance with the facts of competitive business that only a major upheaval in his habits and thinking would enable him to cope with a severe business recession.

Facing him across the desk each day are applicants who have been lured into the plant with colorful promises of much to get and little to give. It then follows that the applicant assumes the role of interlocutor, and the personnel man that of salesman.

In his efforts to persuade the prospective employee that his company is a desirable place to work, the personnel man

has come to place more and more emphasis on fringe benefits such as health and welfare plans, pensions, paid vacations. And in so doing, he has largely nullified the purpose of these benefits. An employee who is induced to take a job because of them feels no gratitude for them.

It has become standard procedure to expect the employer's insurance to cover illness incurred on or off the job, and the fact has been lost sight of that anything given over and above wages earned is in fact a gratuity. Frequently one finds that personnel people themselves have failed to grasp this, and look upon welfare and pension plans as their due.

ARE PENSIONERS "UNEMPLOYED?"

Recently I attended a meeting of the unemployment insurance committee of a local manufacturers' group. The question arose as to whether an employee retiring on a company pension had the right to apply for unemployment insurance. Statistics proved that in our own state this had become common practice, and the retired employee usually collected unemployment insurance benefits until the funds were exhausted.

Most of the members of the committee were employees of large companies, the majority of them personnel people. One after another, these men arose and defended the right of the employee who retires on pension from his company to collect unemployment insurance against that company's reserve account. Their reasoning was peculiar when viewed through the eyes of a small businesswoman like myself.

They said that they would have *earned* their pensions when they retired, therefore it would be discriminating against them to refuse to allow them to also collect unemployment insurance. The fact that they were being paid in full for every hour they worked, and their companies were giving them pensions as an additional reward, had not penetrated to their thinking. In their

eyes their companies were not giving them anything; they had earned it.

When one finds this type of thinking among personnel people, it is not strange that it is common among the lower echelons. The company has become the patriarch, responsible for succoring the woes of the tribe. And as the business man accepts more and more responsibility for the welfare of his workers, he finds that he can expect less and less from them in the way of dependability and self reliance.

About the Authors

(Continued from page 133)

Wisconsin in 1938, when he started in personnel work with Montgomery-Ward. After four years as a personnel officer in the Navy, in 1946 he joined a Chicago Heights company in an industrial relations capacity. Mr. Mitzner is a member of the Labor Relations Committee of his state's Chamber of Commerce, is Vice Chairman of the Personnel Committee of the Line Office Management Association, and Chairman of the advisory committee for the adult education program in his home town.

Arnold E. Schneider is Professor and head of the Department of Business Studies at Western Michigan College, Kalamazoo, Michigan. He acquired his Master's in Business Administration from the University of Iowa; his Doctorate at the University of Michigan. Dr. Schneider has been associated with a number of nationally known companies, including Ford Motor, and has served some of them as a Management Consultant—having been Educational Consultant with the State Farm Insurance Companies of Bloomington, Illinois, for three years. He served four years in the Navy. He has published several books and magazine articles; has addressed many state and national meetings.

Harry Seligson, Professor of Industrial Relations and Economics at the University of Denver, received his A.B. and LL.B. from the University of Michigan and his Ph.D. from the University of Colorado. From 1929 on he worked in Detroit in personnel administration, industrial relations, contract negotiations; he was

(Continued on page 159)

Some Problems Arising from Executives' Promotions, Transfers

By PAUL L. MITZNER, Director of Personnel
and ARNOLD E. SCHNEIDER, Educational Consultant
State Farm Insurance Companies, Bloomington, Ill.

PROMOTIONS and transfers may readily become fertile fields for misunderstanding and friction unless we have good communications in force and thorough understanding at all levels of the intentions of management, and the goals towards which the organization is working.

For example, we cannot have employees believing that promotions and transfers stem from "political" considerations, nor that they are the result of capricious thinking and mere management whims. Employees must understand and believe that in any given situation governing a promotion and/or transfer, the company acted in the best interests of both the individual and the company. Specifically, we must always consider the effect on the company as well as the effect on the individual.

What are some of the problem areas as they relate to promotion and transfer? The following are a number of major areas that merit consideration. These are not listed with any attempt to place them in the order of their importance, as it is apparent that it would be difficult to rank them in order of importance.

1. *Maintenance of the existing strength of a unit.*

When a production or incentive system of some kind is in force to measure efficiency, supervisors and superintendents are strongly inclined to hang on to their best people to keep their units at the highest level. Under such circumstances, people who would ordinarily be candidates for

An opportunity to move up the ladder, to "get somewhere", is a most important matter in the minds of many executives, often ranking even above their pay. So it's not suprising that promotions and transfers sometimes create touchy problems which must be skillfully handled. The authors itemize some things that need watching.

promotion may be "kept under wraps" for greater or less periods of time. This is among the most difficult situations management has to contend with in connection with giving every executive a fair chance to get ahead.

2. *Blocking promotion channels through unwise and narrow range thinking about transfers and promotions.*

It must be borne in mind that every promotion means an opportunity for some one individual to continue to grow. The man promoted, if he is truly promotable, ought to be viewed in terms of additional promotions in the future. If the man is not promotable, you have now blocked an avenue of promotion for those behind this individual who may be on the way up.

If an organization has too many middle-management positions loaded with non-promotable individuals, it has automatically blocked the normal channels of growth for the firm. In every promotion or transfer that is made the question arises,

"Does this promotion allow the individuals behind this man the opportunity to grow and perhaps to reach the position he now fills?"

3. *Resentment of colleagues toward those who have been promoted beyond them.*

Psychology tells us that all of us may tend to overrate ourselves. At any rate, it is difficult for an individual to view himself objectively, and it is very human to resent anyone being promoted beyond us. This creates the problem that promotions and transfers have secondary effects on others who may rightly be considered for promotion but who, due to the specific circumstances, are not selected. The man who has been left behind may say, "What has that big lug got that I haven't got? . . . and besides, I have been working harder than he has". How do you meet such resentment, probably unexpressed?

NON-PROMOTION PROBLEMS

If promotion is a serious and important aspect of management, then problems arising from non-promotion are of equal importance. Resentment, frustration, feelings of non-appreciation and loss of morale due to non-promotion must be handled by management with intelligent action, just as it meets the problem of getting the new appointee ready for additional management responsibilities. Methods include good communications; management taking the time to talk to the men who are involved, and staff meetings at which top management is present, ready, and able to detail the thinking behind decisions. Let those who are left behind know that management's judgments are not based on caprice but on sound logic.

In addition, management must hold out hope for future consideration and promotion if it is at all justifiable. In specific instances, however, it may be necessary to lead the man to see that he is making a worthwhile contribution to the organization in the job he has.

4. *Recognition of the need for additional training.*

Transfers and promotions carry an implied duty on the men's part to learn their new duties and to adjust to their new responsibilities. Management also has a responsibility to help the man get ready for his new duties. Too often promotion is accompanied by a mere pat on the back and the admonition that, "We know you can do it, Henry". Then the man is left to flounder; he is not helped, he is not followed, he is not given every opportunity to succeed.

A promotable man should be taken in hand and taught by his immediate superiors. He should be coached and counselled. He should have additional company or outside training courses. All of management must recognize the benefits that come from sound training which leads to greater efficiency and the preparation of people for positions involving more responsibility and leadership opportunities.

5. *Management must keep the channels of communication open between itself and those who have been promoted or transferred.*

Management must be alert to the problems that the transferred or promoted individual feels he faces. Does the man feel that he is being given proper training? Does he feel that the organization is making every attempt to help him learn and succeed? Does he feel that his immediate superiors are willing to work with him and to give him the necessary backing so that he will grow? Has his area of responsibility been sufficiently delineated so that he can work easily with his former colleagues?

6. *Management must constantly keep everyone aware that the development of promotable people is a legitimate aim of all of the efforts of the company.*

Every organization is not only rendering a service or producing a product, but it is irrevocably engaged in building people,

for without the right kind of people ultimately the business will fail. The development of people should be one of the primary aims of any organization which has hopes of growth and continuing life.

7. *Management must constantly tell the story of opportunity for promotion.*

If, in your organization, those in management positions have come up through the ranks, this fact should be constantly emphasized. There are two reasons for this. The first is that this is the living evidence of our American system at work, where individuals with good will and the willingness to work can get ahead. The second reason is that it gives to the organization a dynamic tone. When the younger people understand that they can achieve and can set goals for themselves, they will bring to the organization that fresh enthusiasm that is so important.

There are a number of methods used to insure that job opportunities are made known to aspirants. Some organizations post job opportunities. Others notify key management men in various divisions, and ask for recommendations from these men. Whatever method is employed, the important thing is to make sure that the job opportunity communication channels remain open. Bad morale arises when an individual feels that he was passed over with no opportunity to be considered for possible promotion.

HOW ONE COMPANY PROMOTES

Our company employs these methods to determine who should or who should not be promoted in any specific instance:

Step 1: First, we attempt to analyze all of the factors that surround a specific position. In other words, we attempt to find out what kind of a person we need in a specific job. We take into consideration the type of man the branch manager might

be; the geographic location; the nature and type of individuals with whom the promoted man will work.

Step 2: We generally work from a group of individuals who have already been called to our attention by their outstanding performance, by their immediate superior, by the branch manager, or by direct application. For any particular job there may be a number of quite competent individuals. At times maybe one person is outstanding, but usually all of the individuals concerned are of nearly equal caliber.

Step 3: We generally have a staff meeting which comprises our management operational staff, and a branch manager who may be concerned. Out of this discussion may come tentative selections. The branch manager or division manager is then contacted and several names may be suggested. *The manager always makes the final decision.*

PERSONNEL'S PART IN PROMOTION

The personnel department's role in the selection process is to cooperate by supplying all available test scores and other information from our records. Once in a while it is necessary to get more data about people, or we are called upon to do further evaluation and report the results.

In many problems governing promotion and transfer, it is evident that perfection is not attainable. We do the best we can in as objective a fashion as possible. We keep two thoughts in mind: what is best for the company, and what is best for the individual. We constantly try to match people into situations where they will succeed, and where their success will add to all of our efforts. Conversely, we attempt not to put anyone into a situation where he may fail, for his failure will reflect on the activities and results of the company.

The Employment Interview As Seen by Job Applicants

By HARRY SELIGSON

Professor of Industrial Relations and Economics
and DON BROOKS, Graduate Student

College of Business Administration, University of Denver

THE PURPOSE of this study is to compare actual employment interviewing practices against a checklist of recommended practices. The field work was done by four students of Denver University; Roger Cooper, Floyd Head, William Russel and John Pompelli. These men secured 12 interviews for 10 kinds of jobs in manufacturing, and 14 interviews for 9 kinds of work in retailing.

All of the companies had announced job openings through the newspapers or through public employment offices. All are in or near Denver. The manufacturing companies visited employ 25% of those on manufacturing payrolls in the area; the retailers account for 22% of the total employment in that line. Thus, though the sample is small, we think it is fairly representative.

Let us look first at the physical factors which greatly affect the job applicant's first impression of the company. It may be observed that too many companies apparently consider that they are conferring a privilege on the applicant by interviewing him. This attitude results in assigning the least desirable physical surroundings for the conduct of the interview.

Were employment offices clearly marked? The answer is No, in both manufacturing and retailing establishments. None of the smaller (less than 100 people) factories had clearly marked employment offices; only half the bigger plants (more than 100 people) did. In retailing it was about the

The interview is practically the only device used in the selection of new people by many companies, particularly the smaller ones. It therefore behooves the company to get the most out of interviews. Some of the firms covered in this limited survey didn't give themselves "half a chance".

same: no smaller shop had a marked area for interviewing; just over one-half of the bigger ones did. Coupled with the failure to provide a receptionist, in more than half the cases, the search for the employment office or desk frequently becomes a guessing game.

Was reading matter available? The average waiting time for interviews was just over 22 minutes. Considering this, it might have been expected that job applicants would be given something to read. It would have been inexpensive to supply them with literature about the company and its products, to read while nervously awaiting their turns. This would have helped establish or improve public relations too. But hardly any of the manufacturers, and less than half of the retailers, supplied reading for waiters.

Was space provided to accommodate the applicants? Sixty-three percent of the smaller manufacturers and 86% of the smaller

retailers did not provide sufficient space: 80 and 71% respectively of the larger employers (more than 100 employees) did provide sufficient space.

In most instances, interviewing duties are assigned to a supervisor, foreman, sales manager or office manager as appendages—unwelcome in many cases—to their primary jobs. This may help explain the lack of privacy, distracting conditions, and constant interruptions which disturbed the applicants and added to their feeling of insecurity during their interviews. Our researchers reported distracting conditions present in half of the smaller manufacturing plants and three-quarters of the smaller retail establishments; also in about three-quarters of the larger plants and almost half of the larger retailers'. Interviews were listed as private in less than half the factories, and in not much more than half of the stores. In the smaller plants and stores applicants were not even seated in about half the cases; in the bigger companies, applicants were generally seated. Interruptions during the course of interviews were reported in many instances.

LACKED PRIVACY FOR INTERVIEW

The interviewers noticed in several instances that personnel at adjacent desks were openly listening to the exchange in the interview. In the smaller companies this is explainable by the absence of a clearly defined employment function. As for distractions reported, these resulted from employment office doors being open to general office and other work areas; interviewers were interrupted to take phone calls, and to answer questions or give instructions. Thus, even when the interview was "private", the privacy was qualified.

The relationship between lack of formality and the applicant's feeling of ease was obvious from the reports. In the big majority of cases the interviewer was able to establish the kind of rapport be-

tween himself and the candidate which encouraged the latter to express himself without restraint. No detrimental effects were seen from the failure of over two-thirds of the interviewers to introduce themselves.

Attractive and adequate physical facilities, privacy without distractions and interruptions, and an informal and relaxed atmosphere, all are conducive to a fruitful interview. But the success of the interview finally depends upon the skill with which the interviewer elicits the information which will enable him to match the capabilities of the candidate against the requirements of the job.

JOB HISTORY SELDOM REQUESTED

The record in this crucial area is rather spotty. In general, the interviewers in both small and larger companies retained control of the conversation, avoided asking leading questions, and worded their questions so as not to antagonize or make the interviewee feel ill at ease. In a number of instances the conversation was permitted to lag. In too many cases the questions were so worded as to call for a 'yes' or 'no' answer, which seriously impedes the forming of a more thorough evaluation of the applicant. As a corollary to this, not enough interviewers encouraged the interviewees to explain or qualify their answers if necessary.

The most serious deficiencies, however, lie in omitting to inquire into the applicant's personal and private history, and in failing to ask him for an explanation of his reasons for leaving his previous jobs. Failure to explore these areas not only leaves the impression of a sketchy investigation, but deprives the interviewer of information which may be vital in rating the overall qualifications of the candidate.

The employment interview is a two-way exchange between company and applicant. While the interviewer is interested in the qualifications of the applicant, the

latter, in turn, is interested in the policies and practices of the company and in determining if these meet his needs and expectations. The interviewee is especially interested in the essential facts concerning the job for which he has applied.

APPLICANTS NOT FULLY INFORMED

Our four job applicants noted in how many instances they were given information about these things: nature of the work, hours of work, medical requirements, opportunity for advancement, employee benefits and services, wages to be paid, training program, and working conditions on the job.

Citing the results for retailers first, the big majority of both small and large stores informed the applicants about the nature of the work. More than half the stores, however, failed to tell about the hours of work and the wages to be paid. Hardly any store mentioned medical requirements. None of the small stores, and only a good majority of the larger ones, said anything about opportunity for advancement. Only about one-tenth dealt with employee benefits and services. No small store mentioned training; just over half the bigger stores did. Working conditions were stated in less than half the interviews.

The manufacturers also generally told the applicants about the nature of the work. More than half of them discussed hours of work, and practically all went into the wages with the applicants. Few said anything about medical requirements. About half spoke of opportunities. Hardly any mentioned employee benefits; about one-quarter spoke of training programs. More than half of both the small and the larger manufacturers ignored the subject of working conditions.

In this area, too, were serious omissions. One must conclude that many interviewers either were unfamiliar with the

essential job and company information, or carelessly omitted telling the applicant. It is not up to the applicant to worm this information out of the interviewer. Failure to apprise the applicant of working conditions often results in subsequent disappointments on the part of the newly-hired employee and an undue amount of labor turnover. It was noticeable that the interviewers who were most conscientious in supplying the applicant with the essential facts about the job and the company impressed the student interviewers as being sold on what they were trying to sell the applicant—the company.

While the sample is not large or discriminating enough to form definitive conclusions, we believe it conveys a fair picture of the conduct of a typical employment interview in this locality.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.



With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.

Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Just Looking, Thank You

Suggests "Independent" in Place of "Non-Union"

"With reference to the letter from Newell Terry in your May issue, perhaps the term 'Independent Personnel' would merit consideration by those organizations which feel the need for an identifying group title for staff members who do not belong to labor organizations." So writes Earl D. Brodie of Ralph N. Brodie Company, Inc., San Leandro, Calif. Mr. Terry, you recall, had wanted a good term to use instead of the negative *non-organized* or *non-union*. *Independents* sounds to us like a happy choice.

Librarian "Takes Strong Issue"

Samuel Sass, Librarian of The William Stanley Library of General Electric Company, Pittsfield, Mass., "takes strong issue" with John Hennig, whose article about "The Personnel Function of a Company Library" appeared in the June P.J. The issue is Dr. Hennig's "dogmatic statement that 'in an industrial library it is nonsense to bind periodicals for storing' ". Says Mr. Sass: "The arguments which he presents against binding may be valid enough, but there are equally valid ones on the other side.

"One important reason for binding is that single issues are easily misplaced. Since most industrial libraries circulate periodicals, there is always the likelihood that single issues may find their way into an individual's file and never after see the light of day. This is much less likely to happen to a bound volume. If a current issue of a journal is lost, it can usually at least be replaced, but the loss of a very old issue results most often in a permanently incomplete set.

"Another reason for binding is that it protects the journals. Dr. Hennig states that 'after completing circulation, technical periodicals

are subject to very little wear'. That is highly debatable. Periodicals eventually show signs of wear even when they are bound, but the prospect of maintaining a file of journals complete from 1875 to date, for example, without binding is enough to give most librarians nightmares—both because of wear and possibility of loss of individual issues.

"I can certainly agree with Dr. Hennig that 'storing of technical periodicals has set problems undreamt of', but there is at least as much evidence in support of the idea that it is nonsense *not* to bind as there is for saying that it is nonsense to bind. I assume, of course, that Dr. Hennig is discussing material of permanent reference value."

Do any other readers want to be dealt in on this round?

Lively Interest in P. J. Articles

The volume of requests to reprint articles from this magazine seems to be picking up from month to month. Among our most popular articles lately were two that were intended to help young fellows get off on the right foot in their business careers; Robert N. Hilkert's "Tips to a College Man Going to Work" in our May issue, and "Some Notes on Talking" by David C. Spooner, Jr. in June.

The Hilkert article was picked up by Edmund J. Perret, chief of the civilian personnel division of the Rome Air Development Center, Griffiss Air Force Base, Rome, N. Y. He had it distributed to the senior class of the Mohawk Valley Technical Institute, to ROTC Encampments scheduled for June and July, to college graduates taken on in June, and to student trainees. The article was also reprinted by Ernest D. Phelps, training supervisor for Olin Industries, Inc. at New Haven, and by Elizabeth J. Crowe for distribution to all the Junior Engineers, 67 in number, this year entering the employment of The

Hydro-Electric Power Commission of Ontario in Toronto. Miss Crowe is associated with the Personnel Library of the Commission. The Spooner piece was quoted in full in a two-page bulletin issued by the Industrial Relations Division of the Atlas Powder Company, Wilmington, Delaware. George G. MacMasters of the Training & Development section planned to put it in the hands of company supervisors.

The American Association of Industrial Editors made a beautiful 8-page reprint with a special cover of Audrey E. Heusser's article, "Editing for Employees Who Read Hardly Anything", from our April issue. It was used as a "special mailing" to the association's membership. Both Elmer M. Applegit, Coordinator of Publications for the Socony-Vacuum Oil Company, New York City, and H. P. Carruth, Jr., Director of Employee Publications for the Mead Corporation, Chillicothe, Ohio, wanted members to see this article.

A few other articles that drew enthusiastic comment and requests for permission to reprint were: "Getting Back into Focus on Performance Ratings" by William G. Waggoner in May; "Is 'Plain English' in Contracts Practical" in March; "How to Correct Workers" by Earl P. Johnson in February; and "Some Characteristics of Successful Executives" by Chris Argyris in June 1953. These came respectively from W. A. Savage, personnel department, Minneapolis-Honeywell Regulator Co., Ltd. of Toronto; A. E. Duncan, Jr., Advertising Manager of the Fire Association of Philadelphia; E. F. Wonderlic, Vice President of General Finance Corporation, Chicago; and Bert F. Williams, Publicity Supervisor for the California State Fair and Exposition, Sacramento. Eleanor S. Ruhl, Director of Publications for the Civil Service Assembly of the United States and Canada, Chicago, also expressed interest in "Alcoa's Answer to the Secretarial Shortage" by Annette R. Plante in our May issue.

Thanks to all these friends for sending us copies of their reprints—and to the authors named for giving us the privilege of publishing their outstanding pieces.

2/3 of Dismissals for a Single Reason

Did you see the light story in the papers recently, concerning the importance of the personal element in business? According to the story, thousands of employers over the country had been asked why, in the last three instances, they had had to fire employees. It had been expected that the answers would name a long list of offenses, varying somewhat in different areas, in different lines of work, and depending somewhat on sex and age. Much to the surprise of those concerned, it was found that two-thirds of those who had lost their jobs had been let out for one reason—"they couldn't get along with other people".

We'd be interested to learn whether this is borne out in the experience of employment managers and personnel directors today. Are personality troubles the root cause of most separations in 1954?

Seminars on Human Relations in Administration

The New York State School of Industrial and Labor Relations at Cornell will stage its fourth and fifth Human Relations in Administration seminars from February 6 through March 4 and May 8 through June 4, 1955. These programs for "Effective Executive Leadership" are open to top and middle management personnel interested in improving their skill and knowledge of working with people, and in applying research to organizational and industrial relations problems.

The Cornell program is designed to

put a small number of developing executives through a course of intensive study over a four-week period. There will be lectures by visiting experts and local faculty, conference periods, round-table discussions, role-playing applied to case studies, and the establishment of fact-finding boards.

Unlike most executive development programs sponsored by universities, the Cornell ILR program specializes in one phase of executive training: *human relations* as it applies to organization, management and planning, to communications, to employee relations, and to labor relations in general. Professor F. F. Foltman, director of the courses, welcomes inquiries from interested companies or individuals.

Employees Enlisted In Public Relations

The Philadelphia Transportation Company, which operates the Quaker City's trolleys and buses, put on a cartoon campaign to remind employees to be courteous to passengers in order to keep them riding with PTC. In addition to courtesy, the cartoons stress the importance of knowing and performing individual jobs so as to promote teamwork and safety.

The cartoons came out in little leaflets which are distributed to all employees from time to time. One of the cartoons was reproduced in *The Sunday Bulletin* a while back, which gave the company additional favorable publicity. The cartoon showed a cute girl about to get on a bus. The bus driver has a quizzical expression on his map as a passing motorist with hat raised tries to lure the girl into his sport model for the ride downtown—for free. The legend is: "Always remember. . . the public doesn't *have* to ride with us!"

You may agree that such a campaign, continued for a reasonable period of time, could do more good than a barrage of stern exhortations from the management.

More On Employees Rating Supervisors

R. A. Bobbe, Personnel Manager of Emerson Radio and Phonograph Corporation, New York City, writes as follows:

"I have been following with interest the course of battle that has been raging on the pages of P. J. over 'Should Employees Rate Supervisors'. I wonder if the smoke would settle if somehow the word 'Rate' could be excluded.

"It seems to me that the objections essentially have been to the implication in the title that supervisors might be formally *accountable* to employees.

"Whereas employees are not able to evaluate the total performance of supervisors, they are able to provide (to the supervisors and for their own private use) observations about the supervisory aspects, which are not available from any other source. It is my feeling that such an approach might provide a useful medium for supervisory self-improvement."

On the same subject Ralph P. Kreuter, Personnel Consultant of Sheboygan, Wisc., says in part:

"I should like to ask Mr. Clarke to expand his statement—'When the supervisor's job has been made clear to him and the appropriate means of measuring his performance. . . .'

"This *can be done*, but is so rarely done well that I suspect that the thinking on the subject could go a bit deeper. One can't just define a foreman's job by prating the old cliché 'A foreman is responsible for production in his department—and to blame for all the bad things in it—relationships included.'

"Most of us know this, and if bad reports come in from a foreman's department we seek out the real causes. We don't merely blame the foreman for them."

Arthur A. Kornhauser, Assistant Personnel Manager of Allen Industries Inc., Rahway, New Jersey, feels that there's some value in having supervisors learn how their practices look to their employees. He says:

"There is little doubt in my mind that most, if not all, supervisors are egoists about the way they feel they handle their subordinates. Do you know any supervisor who does not think he knows how to handle men?

"It is essential for maximum efficiency that supervisors know how and *practice* effective supervision. It is not too difficult to know how to supervise, but to practice what you know is another matter. This is the consideration which is important to employee relations and company morale. This is the consideration which can measurably affect production efficiency.

"Superiors can observe supervision techniques of individuals and pass on corrective information. But can they get to the heart of the problem? Can they sense and feel as a subordinate employee would sense and feel? There is only one way to really get at the heart of this problem and it is through those being supervised. We must go to them for help for ourselves and themselves.

"How can we have employees rate supervisors? First, it is essential that employees understand that this is not merely a 'gripe' report. They should understand that a successful program of supervisory rating may result in better working conditions for themselves as well as more efficient operation in the company. . . . If a union is representing the employees involved in this plan, its representatives should be informed as to the purposes of the ratings. Their cooperation is not only helpful but may be necessary.

"What do we do with the information? Any rating sheets used should be turned over to one person, the personnel manager. He should study the reports and eliminate any that are simply 'gripes' or that deal with a personal problem that may have occurred. The personnel manager may be able to determine a harmful trait of the supervisor through repeated reportings by different individuals. The particular supervisor involved should meet with the personnel manager to discuss the reports.

"In many cases it is quite possible that the

supervisor has developed undesirable traits or practices in supervision without knowing it. Through these confidential reports and discussions these undesirable traits can be pointed out and the supervisor at least will be cognizant of them. It is very likely that if the supervisor is aware of something undesirable, he will try to remedy the situation. I think any ratings turned over to the personnel manager should be held in the strictest confidence. Actually, if the preparation for this program is sound, the reports need not be signed."

Retirement Forums for Stetson Workers

About six hundred of the 2400 workers employed in the Philadelphia plant by John B. Stetson Company, manufacturer of men's hats, are 60 years old or older. For these people, according to the New York Times recently, the company is setting up a "Retirement Forum" or pre-retirement counseling program. Consideration is being given to making the program available to 200 other workers between 55 and 60, according to a company executive.

The program is voluntary and consists of five weekly sessions in each series. The first meetings were for three groups of 20 people each. The discussions have to do with finances, health, avocations, family-social living, and attitude hygiene "presented in an atmosphere of friendly bilateral communications". Bilateral communications—that's the stuff to give the troops!

Judging by the age figures, pre-retirement counseling came to this company none too soon. What is *your* company's situation in this regard? Are a flock of retirements all of a sudden going to catch some of your people quite unprepared, and are you going to regret that you did little or nothing to help them over the great divide?

BOOKS

HUMAN BEHAVIOR IN INDUSTRY. By William W. Finlay, A. Q. Sartain and Willis M. Tate. McGraw-Hill, New York, 1954. 247 pages. \$4.00.

To our mind, the title of this book is a little misleading. It may seem to promise a book having to do almost entirely with psychology. Actually it deals with practically all aspects of the employment and management of people. The psychological slant is quite pronounced, and agreeably so, but a more descriptive title might be "Handling People at Work".

The book is imaginatively organized with refreshing originality. The first chapter introduces us to a central character, George McGowan, the plant manager. George is musing about his job, which he assumed only a month before. He reviews the feelings he had when, after 15 years with the company, he was promoted from his previous job of general foreman. He goes over in his mind some of his problems both in the plant and as an individual and family man. Chapters 2 to 19 start off with brief italicized snatches from the first chapter, and the final chapter 20 consists of George's talk at a company executive development conference 10 years after he became manager. This treatment makes both the introduction and the summary or conclusions most palatable.

In between are chapters on some basic motives of workers, human relations and organization, communication, the use and misuse of authority, wages and incentives, selection and evaluation of employees, counseling, discipline. About discipline, the authors emphasize that there is no substitute for good judgment in using it.

Reviewed by Harrison Terrell

This is one of several examples that might be cited to show that, in general, the book is not as dogmatic as some: questions are brought out and discussed and sometimes left with the reader in the premise that he has a head and can use it.

The authors aimed to produce a well balanced, practical book that would be easy to read, and we believe they succeeded. It is thoroughly enjoyable.

GROUP THINKING AND CONFERENCE LEADERSHIP; *Techniques of Discussion.* By William E. Utterback. Rinehart & Company, Inc., New York, 1950. 248 pages. \$2.50.

We seem to have been a long time catching up with this book, first published in 1950 and going into a second printing a year later. We're glad we finally did, because it opened our eyes to the fact that there's a whole lot more to having a good conference that gets somewhere than just calling a group of people together and giving them the floor.

If, as the author says, "the conference table is rapidly becoming an indispensable tool of modern civilization" and if, as you may agree, the conference leader holds the key to success in conference, then it is clear that a company's personnel director needs what this book has to offer as much as any businessman.

In his chapter headed "Discussion in Industry", Professor Utterback says that a company which makes a good deal of use of the conference method would do well to set up a training program for those who are expected to lead. His book might be a good text for the program. Among executives who are most likely to have a flair

for conference leadership, and presumably should be trained himself first of all, is the personnel director. "The fact that he is not an expert on the problem to be discussed does not disqualify him, provided the discussion is not too technical for him."

Mr. Utterback is, or was in 1951, Associate Professor of Speech at Ohio State University, and director of the University's Discussion Service.

THE POWER AND THE PRIZE. By Howard Swiggett. Balantine Books, New York, 1954. 326 pages. \$3.50.

This is a book about business people, mostly at the executive and administrative level, at work and after hours. Possibly half of it narrates the pursuit by our hero, Cleves Barwick, the 40-year old vice-chairman of Allied Materials Corporation, of as reluctant a heroine as ever finally succumbed to the pleas of a suitor. On the business

side, the main story is how a man of integrity who has the human touch in dealing with his associates wins out over a man who has neither integrity nor the human touch.

If you liked Hawley's "Executive Suite", another novel about people in business, you will probably like this too. Its suspense may not be as gripping or as well sustained, but it looks to us like equally good movie material. Like Hawley, Mr. Swiggett was an executive before he took to writing, having been the managing partner of one concern and the president of another. "'The Power and the Prize'", said Orville Prescott in a *New York Times* book review, "is his first serious novel. It is a good one, readable and lively, entertaining as a story and interesting as a report on the problems and personalities to be found in the hierarchy of a great industrial corporation."

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

VALIDITY OF RATINGS AS RELATED TO RATING TECHNIQUES AND CONDITIONS. By A. G. Bayroff, Helen R. Haggerty and E. A. Rundquist, Personnel Research Branch, Department of the Army. *Personnel Psychology*, Vol. 7, No. 1, Spring 1954, 93-113.

The study was conducted at the General Staff College at Fort Leavenworth, Kansas, and 400 officer students served as the rater-ratee population. An effort was made to control such factors as opportunity to observe and record, and rater motivation, and to vary other aspects of the rating situation. Class standings and scores on a mental ability test were available for each officer. Ratings were made on six different days, and each officer rated all of the other

forty men in his class in one way or another.

The results listed include the following:

"The average of a number of ratings per rater was more valid than was a single rating per rater.

"Ratings by identified raters were as valid as were ratings by unidentified raters.

"Ratings by hard raters and by easy raters were not markedly different in validity." The raters used different parts of the scale, but tended to place the ratees in the same order.

Raters who scored high on a mental ability test and had high class standing produced more valid ratings than raters who scored low on those variables.

The authors indicate that the more

effective method for increasing validity of ratings is the averaging of ratings by competent raters. The rater is more important than the rating method, and the larger number of competent raters employed, the greater is the resulting validity.

The references at the end of this article are a list of thirteen studies of rating methodology conducted by the Personnel Research Branch of the Department of the Army.

A FACTOR ANALYSIS OF DEXTERITY TESTS, by Edwin A. Fleishman and Walter E. Hempel, Jr., Rockland Air Force Base, San Antonio, Texas. *Personnel Psychology*, Vol. 7, No. 1, Spring, 1954, 15-32.

This study presents new evidence to support the fact that "manual dexterity" is not a unitary ability. The authors administered a battery of 15 widely used printed and apparatus dexterity tests and subjected the results to a factor analysis. They regard this study as exploratory and hope that eventually tests will be developed which will measure each of the separate manipulative factors which they have identified. It would then be possible to use different combinations of such tests for selection of workers in a wide variety of manual jobs.

The subjects in this study were 400 basic airmen at the Lackland Air Force Base. The tests included the Minnesota Rate of Manipulation Test, the O'Connor Finger Dexterity Test, the Purdue Peg-board, and the MacQuarrie Tests of Mechanical Ability. Each part was counted as a separate test and these tests were selected because they seemed to represent a continuum ranging from very fine to more gross kinds of movements.

All the correlations among the 15 variables were computed. Five meaningful factors were extracted from this matrix by Thurstone's Centroid Method. These were named:

1. Finger Dexterity or Fine Dexterity
2. Manual Dexterity or Arm and Hand Movements
3. Wrist-Finger Speed
4. Aiming
5. Positioning

The authors make helpful suggestions for further research and for choosing dexterity tests which might be helpful in selecting workers for certain types of jobs. Personnel workers who are now using any of the more common tests of manual dexterity would do well to read this article.

PERSISTENCE OF THE EFFECTS OF TRAINING EMPLOYEES TO REDUCE WASTE. By William McGehee and Dwight H. Livingstone, Fieldcrest Mills, Inc., Spray, North Carolina. *Personnel Psychology*, Vol. 7, No. 1, Spring, 1954, 33-39.

The present study is a follow-up of a study by the same authors reported in *Personnel Psychology*, 1952, No. 5, 115-124. This long-term study will help to counteract the impression that the results of programs to reduce waste are often short-lived. Some people think that, after the initial "shot in the arm" effect wears off, the group goes back to its previous level, but it was not the case in this group of textile workers.

The first study showed that the operators made a 61.6% reduction of waste during a training program carried on for 29 weeks. During the next 80 weeks the reduction in waste persisted at the same level. At the end of the 80-week period, the waste reduction training program was repeated. A further reduction of 45.3 per cent in waste was secured during the 26-week period after the retraining program.

The authors point out that the study lacks experimental exactness because there was no control group and because of the small number of operators engaged in the "tailing" process. They feel that the results are significant in spite of this limitation.

The retraining program was directed toward changing employee attitudes. They attribute the success of the program to three basic principles:

(1) Presenting information to the operators about the need for reducing waste.

(2) Giving the operators instructions for doing a better salvage operation.

(3) Keeping the individuals informed concerning the results of their efforts. Graphic devices are helpful and the program may involve special recognition for individuals.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE WASHINGTON PERSONNEL ASSOCIATION OF D. C. has elected new officers. The president is Robert B. Weathers, assistant director of personnel, Hot Shoppes, Inc. A whole battery of vice presidents takes care of the committee work of the group. Allen A. Greenstreet, assistant treasurer and personnel director, National Savings and Trust Company, is vice president for programs. Membership vice president is Harry E. Boyd, senior assistant director, Potomac Electric Power Company. The public relations vice president is Nell G. Bailey, assistant personnel manager, Group Hospitalization, Inc., and the vice president at large is Gordon B. Birrel, director of personnel, National Radio Institute.

This year awards and certificates of merit were given by the association to three local university students who were selected as outstanding in their business administration courses. The Association publishes a monthly bulletin. A feature is a series of biographies of charter members. Descriptions of various companies represented in the organization make interesting reading. The bulletin suggests a prescription for problem employees: Dosage; some of each, frequently. Give him some special responsibilities. Ask his help or advice on various problems. Give him a chance to express his ideas. Watch for special abilities.

Praise his good work and bring it to the attention of others. Show an interest in him and his personal affairs. That's a prescription which would be a good tonic for any employee, problem or not!

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO reports that during the thirty-nine years of its life it has grown from a membership of 15 individuals, to company memberships with more than 1,500 individuals participating. This year's program included the Midwest Conference, 8 monthly meetings, 1 special meeting, 20 conference group sessions, the co-sponsorship of a luncheon session at the AMA Personnel Conference, and executive committee sessions. The Association has had an unusual number of requests from colleges, schools, civic groups, and other associations to cooperate with them in a variety of ways. As an information service to its members, material offered by these groups which appeared of interest has been circulated. The association office answers requests for help on policy questions, general information and personnel practices from members and from other neighboring associations. Material on personnel and industrial relations matters was exchanged with groups in Australia, Japan, Germany and South American countries. According

to the annual report, notes about IRA activities appearing in *Personnel Journal* have brought additional requests for minutes of various meetings and created more interest in other association matters. Thomas G. Ayers is president of the association, Kenneth A. Rouse is the secretary.

THE ONTARIO SOCIETY OF TRAINING DIRECTORS held a one-day convention on "Your Key to Greater Productivity—Training." Talks were given by top-flight men in industry. Subjects included: problems which can be solved by training; how a successful training program has worked; the training director—his scope, objectives and personnel qualifications. There were also demonstrations of group discussions, role playing, audience participation and visual aids. Frances Kidd is president of the association. Glenna Woods, staff training department, The T. Eaton Co. Ltd., College St., Toronto, is the secretary.

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION had a double feature program recently. Col. Cass Huff, executive vice president, Daisy Air Rifle Co., Wyandotte, Michigan, spoke on "Productive Incentives—Profit Sharing." Noel Sargent, executive secretary, National Association of Manufacturers, New York, reported on NAM stewardship. During the summer the group indulged in a field day on the golf course, followed by a dinner, games and awards. Wives and lady friends were invited to a ladies' night banquet and party at Toledo beach, which included cocktails, dinner, concessions, and dancing. Incidentally, the Toledo Association sends out unusually good monthly announcements about their meetings. They use a legal-size sheet of yellow paper. The top half of the sheet carries the information about the meeting, decorated with gay cartoons. The next quarter of the sheet bears the address and stamp, and the bot-

tom quarter can be detached and returned with reservations. The sheet can then be folded for mailing. Everything is there, and it's clear, effective, economical. The distinctive color makes the announcement easy to recognize, so it doesn't get tossed into the wastebasket with other third-class mail.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION has added two new chapters. The Yakima Valley chapter includes the communities of Yakima, Sunnyside, and the Tri-Cities of Pasco, Kennewick and Richland. The present membership is 22, but the potential membership is much larger. The other chapter approved is the Southern Oregon Coast Chapter. This group covers the Coos-Bay-North Bend area. They also have 22 members. The association is planning to form other chapters soon in Boise, Idaho; Bellingham, Washington; Longview, Washington; Medford, Oregon; Wenatchee, Washington; Honeymoon Bay, B.C.; and Walla Walla, Washington.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES considered gateways and barriers to communications when Dr. Paul Pigors addressed the group. Dr. Pigors is associate professor of industrial relations at Massachusetts Institute of Technology. Dr. Pigors concluded that discussion of communication barriers is based on several misleading assumptions such as: 1) that all barriers to communication are undesirable, 2) that if they exist some individual or group deliberately put them there, 3) that it is desirable to remove such barriers, and 4) that it is possible to do so.

PIRA sponsored a study course in unemployment insurance. The course was specifically for personnel who process unemployment claims. It included discussion of benefit provisions; disqualification provisions; system of notices and procedure

for handling claims; appeals procedure and precedent decisions. Also discussed were the merit rating tax system; a record system; auditing charges; reports to management; administration of the law; and reference materials and aids. An unemployment insurance manual for employers was prepared for use in the course as a PIRA service.

PIRA also offered an eight-session course in labor law. The course was led by John Van De Water, member of the California Bar and of the faculty of the school of business administration, UCLA. Cost of the course was \$25, including the textbook.

THE APPLETON PERSONNEL ASSOCIATION was represented at the public hearing on Wisconsin's Unemployment Compensation Law. Four members gave their ideas for improving the law and its administration. Speakers at recent meetings have included R. W. Gillett, secretary of the Wisconsin Council of Safety, and Commissioner A. W. Enright of the Wisconsin Industrial Commission, as well as E. B. Bruner, vice president in charge of personnel for the Wisconsin Telephone Company.

THE PERSONNEL MANAGEMENT ASSOCIA-

TION OF SAN DIEGO talked about industry and family relations under the leadership of Dr. Paul Popenoe, nationally known expert in the field of human relations. The association calls attention to the fact that the community welfare council of San Diego has added a new department of labor relations. The committee, under the chairmanship of Dr. William Rust, president of California Western University, is composed of an equal number of representatives from labor and management. The purpose of the department is to develop educational projects aimed at acquainting the wage earners of the area with the public and private welfare agencies and services they render. Four members of the PMA are serving on the committee.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION has elected new officers. J. William Stuart will head the new executive board of the association. Mr. Stuart, who was elected president of the group, is an alumnus of Dickinson college and is director of industrial relations of Chas. Pfizer and Co., Inc. Other members of the new executive board include: Oscar Lasse, personnel manager of the Texas Company, and Dorothy Hyland, personnel officer of the Dry Dock Savings Bank.

Attending the Conferences and Courses

EFFECTIVE COMMUNICATION IN INDUSTRY was discussed in a course offered by the University of Minnesota center for continuation study. The course was given for those whose work in management demands proficiency in public relations, sales management, and ability to work with people. The course combined education and recreation and was given at Douglas Lodge in the northern Minnesota woods on Lake Itasca. The course also combined four elements: listening, reading, writing, and speaking. The staff consisted of Ralph G. Nichols, professor and head of

the department of rhetoric, University of Minnesota; Hugh F. Seabury, associate professor, speech education, State University of Iowa; Donald Z. Woods, and James I. Brown, associate professors, department of rhetoric, University of Minnesota.

TRAINING IN INDUSTRY was the subject of a conference sponsored by the Labor-Management Institute, University of Connecticut. Training in basic industrial economics was discussed by John J. McCarthy, company-wide consultant, employee rela-

tions training, General Electric Company; and William W. Pinney, Jr., training director, Chase Metal Works Division, Chase Brass and Copper Company, Waterbury. Other sessions dealt with such subjects as running a one-man training department; techniques in the training program; determining training needs and evaluating results; human relations training for supervisors; testing and selection for hiring and upgrading; and on-the-job training for new or transferred employees.

ARE YOU READY FOR DOWNBEAT BARGAINING, was the question raised at the American Management Association conference on collective bargaining. Industry is feeling the beat of competition . . . a healthy sign . . . but for harmony's sake, management must follow the downbeat. Roy L. Reiersen, vice president, Bankers Trust Company, New York, gave some hints on how to do this in his luncheon talk, "Your Contract and the Financial Future." Panels worked on: the menu for the 1954 collective-bargaining table; and, are you ready to talk contract? Thomas T. Heney, vice president and secretary, The National Sugar Refining Company, New York, spoke on "We Bargained on the Guaranteed Annual Wage." R. L. Greenman, director, personnel relations, General Cable Corporation, New York, spoke on "How to Bargain for an Improved Contract," and John H. Lind, personnel manager, Sales Department, Standard Oil Company (Indiana), Chicago, spoke on "How to Handle Crisis Bargaining."

ARE YOU AN EFFECTIVE INTERVIEWER? Have you ever met an applicant you couldn't handle? Have you ever wondered how a professional interviews? These questions were answered at a workshop on interviewing sponsored by the Pacific

Northwest Personnel Management Association, Seattle Chapter, and the University of Washington, College of Business Administration. Leaders were clinical psychologists Wilbert Fordyce of the Seattle Veterans Administration Hospital; Robert Quinn of the Seattle Veterans Administration Mental Hygiene Clinic; and John Marks of the American Lake Veterans Administration Hospital.

THE PLACE OF THE EMPLOYEE PUBLICATION IN AN INCREASINGLY COMPETITIVE ECONOMY, was the subject of the second annual employee publications workshop sponsored by the Merchants and Manufacturers Association of Los Angeles, and the Southern California Industrial Editors Association. John B. Clark, director of industrial relations, Northrop Aircraft, Inc., spoke. Discussions were held on "How much economic information and how?" "Personals vs. gossip, the editor's responsibility;" and "How to get the most out of your production dollar."

A PLEA FOR PROPER CONSIDERATION OF THE HUMAN ELEMENT IN ADMINISTRATION of personnel policies and regulations was made by President Dwight D. Eisenhower when he gave the opening address at the 1954 annual conference of the Society for Personnel Administration. Registration at the conference was 1,154. Following through on the theme, "Looking Ahead for the Career Service," Philip Young, chairman, Civil Service Commission, closed the conference with a report of the accomplishments and plans of the administration in respect to the career service, Federal employee benefits, and the reorganization of the Civil Service Commission. William T. McDonald, director, Departmental Civilian Personnel Division, Navy Department, has been elected president of the society for the 1954-55 term.

What's New in Publications

THE CAPTURE OF A UNION IS DESCRIBED, step by step, in a timely book published by the New York State School of Industrial and Labor Relations. *Nonferrous Metals Industry Unionism, 1932-1954*, by Vernon H. Jensen, is a story of leadership controversy. It describes the methods and steps by which outside and left-wing influences, including some Communist influences, succeeded in dominating the union. The story is told against the complex background of social problems which made possible the infiltrating and hardening of left-wing and Communist forces within a union whose tradition had been highly democratic. The author attempts to tell objectively of the beginning, growth, development, leadership, problems, and vicissitudes of the union and of the persons who were active in the movement which gave rise to it. Mr. Jensen is a professor at the New York State School of Industrial and Labor Relations at Cornell University. The 344-page book is sold by the school, at Ithaca, New York, for four dollars.

A SUBSTANTIAL LIBERALIZATION IN ITS EMPLOYEE PENSION PLAN has been announced by Dun and Bradstreet, Inc., in a new booklet, *Employees Group Retirement Plan*. The plan is non-contributory. It uses as its base annual compensation for the five consecutive calendar years which give the highest average out of the last ten years of service before reaching age 65. The formula used is 1% of the first \$3,600 of this compensation plus 1½% of the excess, times credited service years (maximum 30 years). There are flexible provisions for earlier retirement and for sharing pension with beneficiaries. The integration of pension with social security and personal savings is strongly emphasized. Dun and Bradstreet introduced the improved plan first to the management-supervisory groups in its 139 offices by means of conferences to

assure thorough understanding and most favorable introduction to employees. Copies of the Retirement Plan Booklet and details concerning introduction of the plan are available to interested companies by writing to General Personnel Department, Dun and Bradstreet, Inc., 99 Church Street, New York 8, New York.

INDUSTRIAL EDITORS GET SOME HELP IN PUBLISHING 70,700,000 copies of 6,500 publications which they get out annually, in *House Organ Production*, a bibliography compiled by Abigail Fisher Hausdorfer. The bibliography aims to assist the editors by noting basic publications on writing, on producing the house magazine or newspaper, and by providing a helpful selection of references to materials in the extensive literature of journalism. References are grouped under three headings: general aids to writing; producing the magazine or newspaper; and the fourth estate. The bibliography is sold by Temple University Libraries, Philadelphia 22, Pa., at one dollar a copy.

FOUR PROGRAMS DESIGNED TO TRAIN OLDER WOMEN FOR PAID EMPLOYMENT are described in *Older Women as Office Workers*, a United States Department of Labor publication. The 64-page booklet is divided into two sections. The first describes pilot training programs in Denver, Cleveland, New York and Milwaukee. Classes, trainees, their progress, problems and successes are presented. The second section deals with facts about older women workers. This section asks and answers such questions as, is this a country of aging women and are you an "older worker" at 35? The obvious answers: we're none of us getting any younger, and you're as old as you feel, are only part of the story. There are more older women in the country than there used to be, and they want to work.

Many of them need to work. But there is a prejudice against hiring workers over 35. The pamphlet has some concrete ideas about these problems. It concludes that, "a re-evaluation of hiring and training policies in light of these facts—that the supply of young women is diminishing, that the trend for middle-aged women to work is increasing, that changes can be made in the work itself to permit part-time employment, and that many mature women need training for employment—may do much to solve both the need of the employer for a worker and the need of many middle-aged women for either a full-time or a part-time job." The booklet is for sale at 25¢ by the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C.

THE SILVER THREADS THEME gets another variation in an English study, *The Later Working Life in the Building Industry*, by F. Le Gros Clark. The purpose of this study of 350 aging maintenance workers was to find what actually happens to men as they grow old under various industrial conditions. (Query: we can't help wondering if it's delicacy that makes people refer to this group as "aging" when they mean "aged." After all, everyone's aging.) Most of the 320 men studied were traced from the age of 60 to the end of their working lives as building employees, though some of them may possibly have found further employment. They were all apparently quite fit for the job as they approached their sixties. But of every hundred men, who were fit at 60, not much more than seventy were still fit as building workers by 66. The study is one of a series on factors affecting continued employment of elderly workers. A limited number of copies of the full report are available free of charge from the Nuffield Foundation (which sponsored the study), Nuffield Lodge, Regent's Park, London, N. W. 1., England.

COMMEMORATING THE 50TH ANNIVERSARY OF THE WORLD'S FIRST PUBLICLY SUPPORTED BUSINESS LIBRARY, the Newark Business Library has issued a 36-page pamphlet, *A Half-century of Power for Business*. In releasing the pamphlet, John Boynton Kaiser, director of the Newark Public Library, pointed out that his predecessor, John Cotton Dana, who established the Business Library, had disagreed with the tendency to house libraries in "a marble palace, located far from the city's center." To bring library resources close to businessmen, Dana rented a single ground-floor room at 16 Academy Street, where the Business Library was opened on October 1, 1904. Miss Marian C. Manley, who has been in charge of the Business Library since 1925, says there has been a striking change in the focus of businessmen since the depression year of 1931. Twenty-three years ago the heaviest demand was for city directories—very helpful in tracing installment account delinquents. By 1954, local directories had dropped from the 47% of 1931 to only 13% of the total demand, while the use of general reference sources had climbed from 27% to 67%. The changes reflect "what might be considered the contrast between the demands of adolescence and maturity," Miss Manley notes. The pamphlet was written by Alexander L. Crosby and is illustrated with photographs by Ann Zane. Copies are free to Newark residents on request to the Business Library, 34 Commerce Street, Newark 2, N. J. A 50¢ charge is made to out-of-town buyers.

RECREATION BREAKS DOWN BARRIERS, RELIEVES MONOTONY, BUILDS FRIENDSHIPS, CUTS ABSENTEEISM, according to a neat little booklet *Better Employee Relations Through Employee Recreation*. The 16-page pocket-size publication is put out by the National Industrial Recreation Association. It explains how recreation improves the mental

attitude of the employee, and helps to reach the employee's family. Recreation also is a means of keeping contact with retired employees. Recreation can be used as a tool to spot leadership ability in employees, to strengthen public relations and improve community relations. Suggestions are made for starting a program of recreation in a plant. The booklet may be obtained from the National Industrial Recreation Association, 203 N. Wabash Avenue, Chicago, 1, Ill.

A COMPREHENSIVE SURVEY AND ANALYSIS OF OVER 300 AMERICAN PROFIT SHARING PLANS covering over three quarters of a million workers has been published by The Profit Sharing Research Foundation. The book, by P. A. Knowlton, is called *Profit Sharing Patterns*. The study covers all three widely used types of profit sharing plans; the cash plan, the deferred plan, and the combination plan. The businesses included range in size from very large to very small, and cover the fields of financial, distributive, and manufacturing enterprise. Details on percentage of profits shared, numbers of workers involved, investing features of the plans, and many other items are included in the charts and tables. The price is \$10.50, postpaid, from the Profit Sharing Research Foundation, 1322 Chicago Avenue, Evanston, Ill.

GUARANTEED WAGES ARE THE EXPRESSION OF A DEMAND FOR SECURITY, says Fred H. Blum, in *Annual Wage and Worker Security*, a management report published by the Research Division, California Personnel Management Association. Management, says Blum, bases its arguments against guaranteed wages on the fear that the financial loss could not be sustained in case of a very long or sharp depression. But Blum points out that such a depression is not necessary and cannot be allowed. The demand for security must be met. "Ultimately," he concludes, "the demand

for security with which management is faced today is an expression of a very profound psychological and spiritual insecurity which goes to the very root of what I would call the crisis of the times. As far as management is concerned, this crisis manifests itself in an attempt to find a new meaning for work, a significant aspect of our life which, for many workers, has lost its meaning. The appeal of the guaranteed wage for the workers is so strong because guaranteed wages express a need for both economic and spiritual security. Workers, like all human beings, must eat and provide for their families 365 days a year. . . . There is a real danger that the kind of guarantees which management will or must eventually give will bring the government into the picture in such a way that both management and labor unions may lose a great deal of independence . . . management has a great responsibility . . . the way in which it meets the challenge may decide in which direction we will go." The report is available from the association for one dollar. The address is 2180 Milvia Street, Berkeley 4, California.

GUIDES FOR LABOR ARBITRATION, published in 1953 by the University of Pennsylvania Press for the Labor Relations Council of the Wharton School (\$1.00), is the collective product of a group of 29 experienced arbitrators in the Philadelphia area. A number of them are nationally known. They met periodically over a span of three years to discuss questions concerning the ethics, procedure, and conduct of the arbitrator and the parties. Widely divergent views on each subject eventually merged into a "sense of the meeting," permitting the preparation of this report. Topics dealt with are related to pre-hearing considerations, the conduct of the hearing (which is the major portion of the report), and post-hearing matters. The Labor Relations Council did not sponsor this project, which developed spontaneously out of dinner

meetings which were social affairs, but agreed to underwrite publication as a

service to companies, unions, and arbitrators.

Looking Over the Employee Magazines

THE FEDERAL RESERVE BANK OF KANSAS CITY publishes a good-looking monthly, the *Ten J News*. My only complaint is that I can't tell whether the letter in the title, which is in script, is a J or a G and I can't find out what it stands for. I'd welcome enlightenment. Well illustrated articles on the work of different departments give the editor a chance to show plenty of employees in action, and that's always good. Sports and hobbies are well covered, and I like the magazine. The editor is Norville R. Gish.

ARNOLD BAKERS issue the *Breadwinner*. This is a small, neat, 20-page magazine. A picture story describes employment and orientation procedure. Plant news and sport news both get good coverage with plenty of action pictures. The magazine is also used to explain company policy. One article, for instance, tells why volume in the loaf is sacrificed to quality. A speech by the president of the company, delivered at the manufacturing conference of the American Management Association, makes the lead article in one issue. The speech was on human relations in a hard-sell period. Mr. Arnold said that hard-sell times are just too tough for any businessman to take a chance on anything less than the best employee relations program he can conceive and administer. Three fundamental needs must be met: the need of the employee for dignity, for togetherness, and for security. Mr. Arnold meets these needs in his company by using the concept of the family. Such a concept, he feels, is a healthy one if it is not phony. There must be a "family" 365 days a year, not just Christmas week. The attributes of family relationship are sympathy, gentleness, tolerance, and un-

derstanding. Is there not room in industry and business for these, too? he asks. There must be, he said, a constant effort to match technological know-how with sociological know-why. Gordon Kehler is the editor of the *Breadwinner*, which is published by the Arnold Bakers, Inc., Port Chester, New York.

OMAR, INCORPORATED, ALSO BAKERS, publish a monthly magazine called the *Caravan*. To supplement the magazine the company issues a semi-monthly *News Letter*. The purpose of the letter is to provide the fifty-some branches with up-to-the-minute news of local events. It also helps conserve space in the magazine. The *News Letter* is published in the central office and mailed to district editors. It can be posted on the branch and plant bulletin boards, with local news written in by the reporters. The local news that is written in may suggest some local feature story items. The *News Letter* is a single mimeographed sheet of news briefs. The local news sheet consists of headings which can be filled in, in long-hand, by the local reporters. Blanks are provided for employment anniversaries, special events, thumbnail sketches of new employees, birthdays, safe driving awards, transfers, and blood donors. A recent issue of the magazine carried a cover story on Lincoln, Nebraska, one of the branch locations of the company. An abbreviated souvenir edition has been used by Lincoln sales personnel in soliciting new customers, an interesting use of the company magazine which other editors may wish to consider. Lloyd Berg is the editor of the *Caravan*, and J. B. Fagot is director of industrial and public relations of Omar, Incorporated, Omaha, Nebraska.

THE AMERICAN SECURITY AND TRUST COMPANY, OF WASHINGTON, D. C., has an informal little magazine called the *Security News*. The editor is John J. Ahearn. Most of the pages carry several short news items about employees, sports, or social events, which make the company seem friendly and pleasant. There is usually one longer article describing the work of a particular department. A rather lengthy biography of an employee, who is also a new American, appears in a recent issue.

THE UNITED STATES NAVAL SUPPLY DEPOT, AT SCOTIA, NEW YORK, publishes a bi-weekly news sheet, the *Shoreline*. Patricia Schroeder is the editor. The four pages are about equally divided between pictures and text. The layout is unusually good. The front page carries one picture to go with one big story with one big headline clear across the top of the page. Only one or two other short items appear on this page. The other pages use more pictures and more short pieces. The sheet reports the formation of a pilot group in reading improvement, conducted by the training division. Since the experts disagree on the best method, the group is to experiment in order to try to find the most effective way of improving reading habits.

THE CLEVELAND CAP SCREW COMPANY publishes a twelve-page monthly, *The Cle-Cap Times*. Unusually large and clear pictures mark this magazine, and flatter those whose pictures appear. A series of articles introduces the various sales representatives and their staffs. The informal descriptions make you feel well acquainted with the people introduced, and the pictures make you sure you can recognize your new friends. A lengthy letter from the pilot of the company plane makes good reading. It's fun to have a bird's eye view—if that's what you call it when a pilot describes his

passengers—of company officials and "big wheels" in the industrial world who ride the company plane. An unusual and readable public relations idea. Harry H. Willett is the editor of the *Cle-Cap Times*.

THE ALUMINUM COMPANY OF AMERICA'S LAFAYETTE, INDIANA, PLANT publishes the *Aluminator*, a four-page weekly news sheet. Albert A. Douglass is the editor. The inside pages are devoted to departments, each section with a specially boxed title. Sports news is on the back page. The *Aluminator* reports that a series of meetings was held to go over the annual report of the company with the employees. Several news stories about accidents on the job raise an editorial question: does it hurt employee morale to describe accidents, in plant publications? Is there any way in which the news stories can be tied in with safety efforts? Or is it best just to give the facts without comment? What is your policy and what are the reasons for it? Other editors might be interested.

About the Authors

(Continued from page 137)

also a labor relations consultant and a special lecturer in personnel administration and labor law at Wayne University, Detroit. Dr. Seligson joined the University of Denver in 1947.

Donald Brooks, co-author of the employment interview article in this issue, when last heard from had "just received his M.B.A. from the University of Denver, having majored in production management."

Eileen Kennedy compiled the "checklist" on our inside first cover at the suggestion of her "dictator". After getting an A.B. in 1951 from the College of St. Elizabeth, she was with *Vogue* as a secretary and a copywriter. "Dictator" Spencer J. Hayden, Director of Training with the Metal & Thermit Corporation, New York City, rates thanks for sending the check list to us.

HELP WANTED

TECHNICAL PERSONNEL MAN: Large research and development laboratory seeking personnel administrator. Engineering or science background desired; preferably technical undergraduate degree plus graduate work and/or experience in personnel field. Age range 35-45. Position emphasizes personnel activities rather than industrial relations, and is largely concerned with hiring, counseling and appraising engineering and science graduates through Ph.D. level. Reply Box 298.

EXECUTIVE DEVELOPMENT PROGRAM MANAGER. To evaluate overall executive needs, and to organize and administer an executive development program for an established and growing engineering organization in the New York area. The position requires a knowledge of methods and evaluation techniques, both theoretical and applied, experience in employee communications, organizational planning, training etc. This is an excellent opportunity for a qualified man between 35 and 40 years of age to make a permanent, interesting career in a progressive company with a world-wide reputation of accomplishment. The salary is open, and the program of employee benefits includes executive insurance, accumulative vacation policy and a liberal pension plan. Please submit detailed resume and include initial salary requirements. Box 467, Room 1201, 230 West 41 St., New York 36, N. Y.

POSITIONS WANTED

LABOR RELATIONS ASSISTANT: 8½ years diversified experience includes: analysis of wage and salary rates, job classification systems, and other labor data; research and advice to parties on content and administration of labor contracts, settlement of specific disputes and grievances, formulation of personnel and labor relations policies, and interpretation of labor legislation; writing and editing statistical and expository labor relations bulletins and other labor education materials directed both to management and labor. M.A. Sociology, minors psychology and economics, Colorado College, Phi Beta Kappa. Career woman, age 35, single, excellent health; willing to relocate and travel; available on short notice. Full resume on request. Salary open. Reply Box 268.

PENSION & WELFARE PLAN ADMINISTRATOR: Interested in position as assistant to busy executive in charge of pension and welfare activities. 15 years experience with pension and welfare plans derived from employment with Social Security Administration and leading life insurance company. B.S. and M.B.A. from Wharton School; majored in industrial relations and industrial management. Age 37, veteran, married, two children. Present salary \$7,000. Reply Box 274.

PERSONNEL ASSISTANT: M.S. Degree, psychology (August 1954), 2 years experience with well-known private research organization in job analysis, test development, and identification of training needs. Seeking opportunity with an industrial concern which advocates and practices the application and advancement of technical methods in personnel work. Vet. married, age 25, available August 1st. Prefer New England or Upper New York. Reply Box 288.

IN THE SOUTHEAST? Frankly, I like it here, too, but I'll be happier working in an all-around personnel program with mfr. of tangible products. 5 years Law practice, 2 yrs. group insurance, and other varied experience. Versatile. Can be of real value. Married, child, 32 years old, LLB degree, native Southerner. Salary open. Resume gladly sent. Reply Box 289.

ASSISTANT PERSONNEL MANAGER OR JOB ANALYST: Broad background of seven years college level teaching experience and M.A. degree in Sociology. 2 years of personnel experience in the areas of job classification, interviewing, recruitment, placement, employee relations, personnel records. Seeking position as Assistant Personnel Manager of medium-sized concern or as Staff Assistant in field of job analysis with a large concern. Willing to relocate. Resume on request. Reply Box 291.

PERSONNEL MAN: Currently in charge of salary administration and collective bargaining in a technical organization on West Coast, offers successful performance at managerial level and temperamental affinity for personnel work in exchange for opportunity furthering professional development and advancement. Age 42, present salary \$7440, with previous record of superior accomplishment in academic research, university teaching, and military personnel work. Box 292.

ACCOUNTANT AND CLERICAL SUPERVISOR: Mature, painstaking, reliable, dignified, courteous, seeking new position with ethical firm. Prefer small city, northern part of U.S. Minimum salary \$600. month. If you need a competent but unassuming gentleman please write Box 296.

PERSONNEL PSYCHOLOGIST: Recently released from active duty. Graduate Officer's Personnel Management Course. Supervised four assistant psychologists in testing, interviewing, counseling, and processing. Interpreted findings of psychological instruments and techniques for Staff discussion and action. Staff Consultant. Supervised organization employing over 30 persons engaged in administrative and processing matters. Degree: BS in Psychology. Legal background: 2 yrs. Law school. Writing Ability. Age 26, single, living in North Florida, will relocate and travel. Available now, desire responsible position in progressive firm. Especially interested in areas of: Personnel, Ind. Rel., Research, Counseling. Full resume and recommendations on request. Reply Box 297.

PERSONNEL ASSISTANT - OFFICE MANAGER: B.S. Business Education, Texas Christian University. MBA degree Personnel, Syracuse University. 6 years experience including 4 years military service. Age 35. Willing to relocate. Resume on request. Reply Box 299.

INDUSTRIAL RELATIONS: Four (4) years experience in all phases of field. Manager 2½ years for precision metal working company of 400 employees. Presently in staff position with major company, but desire more challenging position with another small or medium sized manufacturer. Prefer position with variety. Married, age 29, I.R. degree. Resume. Reply Box 300.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 5

Contents for October, 1954

<i>Conference Calendar</i>	162
<i>Editor to Reader</i>	163
<i>Articles</i>	
Employee Relations Department Publishes New Year's Inventory Lemuel R. Boulware	166
The "Incident" Method: Its Use With Buzz Groups and Filmstrips B. J. Speroff and A. K. Heydrick	170
Reading Improvement Course Aimed to Increase Speed . . . Cecil J. Mullins	172
College Helps Organize a Course for Railroad Foremen Paul E. Sultan and Nicholas Kish	175
A Role Playing Case: How to Get the Most Out of It . . Ernest E. Kellogg	179
"Declare" Your Training Dividends Boris Blai, Jr.	184
<i>Books Reviewed</i>	186
<i>Personnel Research</i>	Reviewed by Margaret W. Moore, Ph.D. 189
<i>Across the Editor's Desk</i>	
With the Local Personnel Associations	191
Attending the Conferences and Courses	193
What's New in Publications	194
Looking Over the Employee Magazines	197
<i>About the Authors</i>	169
<i>Help Wanted and Positions Wanted</i>	200

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

OCTOBER

- 14-15 Milwaukee, Wisc. Hotel Pfister
Society for the Advancement of Management. Annual Midwest Regional Management Conference. Earl F. Warzinik, Chairman, Line Material Co., Milwaukee, Wisc.
- 18-19 Chicago, Ill. Drake Hotel
National Association of Suggestion Systems. 12th Annual Convention. George H. Thobaben, Director Suggestion Systems, Salary and Wage Adm. The Cleveland Graphite Bronze Co., Cleveland, Ohio
- 19-20-21 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. Pacific Coast Management Conference. Everett Van Every, Pres. & Gen. Mgr. 5th Floor, Farm Credit Bldg., 2180 Milvia Street, Berkeley 4, Calif.
- 21-22 New York, N. Y. Commodore Hotel
Council on Employee Benefit Plans. 8th Annual Conference. Mr. Walter E. Klint, General Chairman, Continental Can Co., 100 E. 42nd St., New York 17, N. Y.
- 21-22-23 Vancouver, British Columbia. Vancouver Hotel
Pacific Northwest Personnel Management Assn. 16th Annual Conference. Registration, Miss Isobel Bescoby, Regional Supvr. of Staff Training, Unemployment Insurance Commission, 1155 Robson Street, Vancouver 5, B. C.
- 25-28 Palm Springs, California. Desert Inn
Merchants & Manufacturers Assn. 12th Annual Personnel Conference. Charles A. McKeand, 725 South Spring St., Los Angeles 14, California
- 28 Toledo, Ohio. Commodore Perry Hotel
Toledo Personnel Managers Assn., Lorain County Industrial Relations Assn., Findlay Personnel Men's Club. Northern Ohio Industrial Relations and Personnel Conference. Harry J. Baumker, Macomber Vocational High School, Monroe and 15th Sts., Toledo 2, Ohio.
- 28-29 Chicago, Ill. Palmer House
Council of Profit Sharing Industries. 7th Annual Conference. Roy S. Apple, Public Relations, Council of Profit Sharing Industries, 337 West Madison St., Chicago, Ill.
- 28-29 Austin, Texas. University of Texas
Texas Personnel and Management Association. 16th Annual Conference. Norris A. Hiatt, Executive Secretary, Texas Personnel and Management Assn., University Station, Austin, Texas

(Continued on page 199)

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. **MULTIPLE SUBSCRIPTIONS:** Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. **CHANGE OF ADDRESS** should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. **WHERE TO SEND:** All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

EMPLOYMENT OF MINORITY GROUPS is always a thorny problem. Recently, I was in the main office of one of our larger public utility companies and noticed in the cafeteria a great many negroes, both men and women. They seemed in most cases to be on friendly relations with other employees. It was noticeable that they did not sit apart or by themselves.

Inquiries developed that the company had adopted a policy of introducing negroes into the office force. They had taken great pains in preparing supervisors and other employees for this event and told me that it had gone off very smoothly. It is a company which makes extensive use of aptitude and ability testing as a part of the procedure. They felt this had contributed to minimizing the risk of employing someone who could not adapt to office work.

They are too modest to want to talk for publication about what they have accomplished—despite the fact that they seem to have accomplished far more than most companies. They were persuaded to give me this brief statement: "Our experience in employing and integrating minority groups is improving. We have moved toward employment opportunities on an equal basis, provided necessary qualifications and ability are present. We have made some progress but there still is room for improvement".

THE PENNSYLVANIA COMPANY ISSUES AN EMPLOYEE MAGAZINE known as the Penco Packet, and a recent issue carried a chapter which is one of a series under the general title "Know Your Bank". This particular chapter was devoted to a description of the Personnel Department. One thing that struck me especially was the reference to the department's relation to

problems of the individual employee. About half of the space in this article was under a heading, "Any good personnel program must include a sound salary administration program. Ours includes: (1) Job Evaluation. (2) Salary Surveys. (3) Performance Rating. (4) Salary Reviews." Under each of those headings, was a description of the particular program. The person concerned with this part of the program was named in each instance.

I have been making quite a study recently of what different companies do about informing their employees on salary matters. Here is a clear-cut case of giving the information to the employees and encouraging them to ask for more. This story also emphasizes another point which I think is important; namely, that it is the supervisor who is responsible for administering salaries. Under salary review is the following: "It should not be necessary for an employee to ask for a salary increase if he is doing a good job. To assure that each employee gets full consideration, salary reviews are made every month. Increases originate with the immediate supervisor."

All credit to Charlie Books, my former assistant at The Pennsylvania Company, in Philadelphia, and the present Personnel Officer.

THE KEEPING OF USELESS RECORDS COSTS business a great deal of money. If you read William Miller's article in the September *Reader's Digest* you were probably amazed to learn how much. The article tells about the activities of Emmet J. Leahy, whose organization makes a tidy sum yearly by going into the offices of big companies and throwing useless paper out of the files.

According to Leahy, an average-sized company usually files away as many as 800

to 1,200 kinds of records. He finds that at least 40% of them can be tossed out. Another 30% can be stored in low-cost warehouse space. Only one out of 2,000 papers so stored will be wanted by the company in a year's time. Leahy has devised a system for quickly locating the wanted record in the warehouse. In one instance, a company sold 80 tons of waste-paper from its files, for which it collected \$1,265. For a city government office he reduced the amount of filing space needed from eight full floors to half of one floor.

You wonder how many of the filed records might as well have been "filed in the wastebasket" in the first place. Along this line, the papers carried a story in August, headed, "Paper Work Mires U.S., Hoover Board Reports". The board was said to be looking for ways to reduce the mass of paperwork the government requires of companies. "Large outfits devote whole sections of their archives buildings to government records," said the story. "One such company found that on the average it refers to only one out of each thousand such documents, at the rate of once every 576 years."

Don't look now—but what's the state of your personnel department files?

THE AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION now has a membership of more than 800 personnel and industrial relations executives throughout the country. It has had a slow but steady growth in the past few years and has proven to be a steadily growing influence in the recognition of higher standards for the industrial relations or personnel function in industry. Increasingly, leaders in the industry are being attracted to membership. An annual conference is held which will be in Cincinnati this November. An attendance of more than 600 is expected. From a modest beginning, the association has developed steadily to a point where it should command the respect and support of every

qualified industrial relations, personnel or labor relations worker.

BY AND LARGE, PEOPLE GET WHAT THEY DESERVE. By this, I mean that we are rewarded according to our talents, our integrity and our efforts. There was a report recently in *Reader's Digest* of a series of questions asked of a wide variety of people. The question that sticks in my mind was, "What plays the most part in success—luck or ability?" I think it was interesting that those at the lower end of the economic scale—largely unskilled people—ascribed people's success to luck.

When you consider the lack of talent possessed by a great part of the population, it is not to be expected that many of them will rise very high. One can only sympathize with their handicap. When neither character nor effort is present, the outcome is almost sure to be sad.

One of the striking and heart-warming experiences is to find a person who, lacking any great talent, has by persistent effort and high integrity made an important success of his life. I used to call this "the persistence of mediocrity"—a deplorably unenlightened attitude, to be sure. My present view is that persistence and character deserve their reward, whether the possessor has talent or not.

Sometimes we meet a case that is as unhappy as the first is heart-warming; a man who fritters away great talent either through lack of effort or lack of integrity.

The *Reader's Digest* poll showed that people who have attained high success in a great majority of instances ascribe their success to better qualities than luck. And this is not surprising, either. Those of us who have had some success like to feel that it is a result of ability, hard work, and an alert capacity to mount tides at their flood. The great philosophers of the ages have expressed this in many ways; how the taking of events by the forelock often brings surprising results. Abraham Lin-

coln was a brilliant example—very much a man of his times who probably would not have accomplished all he did but for a turn of events here and there.

The principle of "free will" is dominant at many points. Many years ago I worked in the White Motor Company in Cleveland when Walter White was still the head of manufacturing. I talked with him one day about my desire to transfer to a different line of work, and his reply covered the situation completely. He said, "Well, you're free, white and 21!", and so I was. I made the move; whether it turned out well or not is beside the point—(it didn't). But it emphasized to me the importance of solving my own problems and working out my own destiny.

In large measure, we make our own future but we have to *make* it and not let it sneak up on us.

EXPENSE CONTROL IN SALARY ADMINISTRATION is perhaps the most overlooked detail of the problem. All of us are aware of the importance of building morale, being fair, and all of the other desirable characteristics of a sound salary plan. If expense control is not a deliberate part of the plan, you are going to be lucky if you don't run into some unforeseen problems. One of these is the appearance of a large number of employees at maximum salary.

Some years ago, I wrote about a device for indicating the level of salary expense. I call this the compa-ratio. By watching the movement of the compa-ratio, you can tell whether salary levels are rising or falling. This index or some variation of it is indispensable for control of salary expense.

HAVE YOU EVER TRIED TO "TEACH" another person something? Of course, you have; we all do it sometimes. Most teaching, however, is merely a question of imparting information, most often done by

what Allan Mogenson calls the "you tell 'em" method. It really isn't much of a teaching technique. When you come to think of it carefully, there is, strictly speaking, no such thing as teaching another person anything; they learn—or they don't. So the question is, "How can we help people learn?" Well, that is not so hard to answer. People learn according to the laws of learning which have been extensively studied by educators and psychologists for many years. Some of the laws include:

1. The motivation to learn, arising from desire or need.
2. A favorable atmosphere for learning; such as a friendly and helpful leader, and good facilities.
3. People learn about things in which they are interested.
4. People learn under compulsion, but to be effective this must be inner compulsion, arising out of some need.
5. People learn as a means to an end, though these last two items are perhaps only sub-divisions of motivation.

There is much more to it than this, but the problem attracts my attention frequently because of observing misguided efforts to induce people to learn when many of the elements necessary to good learning are not present. Talk this over with your training man.

ONE OF THE PROBLEMS OF RETIREMENT is the possibility that the loss of occupation and resulting boredom will result in early death. Newspapers recently carried the story of the death of Martin Sweigart at the age of 103. It told how Sweigart had retired at the age of 80!

Ned Hay

Employee Relations Department Publishes New Year's Inventory

Staff-written in collaboration with
LEMUEL R. BOULWARE, Vice President
General Electric Company, New York City

THE Employee and Plant Community Relations Services Division of General Electric is responsible for many important services having to do with salaries and wages, employee benefits, the training of employees, their health and safety, communications, union relations and so on. Management people throughout the company are quite conscious of some of these services but tend to overlook others which may, on occasion, be almost as important to them. It was to remind the management group of all the activities of the division that the whole January 15 issue of the *Employee Relations News Letter* was given over to the subject.

Before quoting most of the particular issue, consider the Letter's purpose. "The background of this *News Letter* to our management", says Mr. Boulware, "is that we have 15,000 members of management, including foremen, and we have an additional 7,000 of top non-supervisory professional personnel. This group of over 20,000 are scattered among 130 plants and several hundred headquarters and field offices. They exercise the upper leadership influence among our some 240,000 employees.

"The Letter is used to *save and make money* (1) by disseminating information in this inexpensive *mass communication* way as opposed to the expensive *man-to-man* method, and (2) by disseminating information that will be helpful but which would *not* get disseminated, because of lack of facility or press of other matters, if left to

Probably it's well for any personnel unit every so often to "pause for station identification", announcing to all management people what it is trying to do and what progress is being made. General Electric did this impressively last January: readers who contemplate something similar at year's end may glean ideas from this report.

the man-to-man communication method downward through the managerial and professional pyramid. The items covered are:

"1. News of demands, offers, and other developments in union negotiations which may not be fully and accurately covered in the public press at each plant or office location. This is therefore an assurance of prompt, full, and accurate information as opposed to the slowness and inaccuracy of other methods that make management so vulnerable at our many locations.

"2. News of company positions or actions that may not be covered with promptness and uniform fullness and accuracy by the public press or other internal media.

"3. Significant proposals or job-connected developments in and out of the company which should be known and appreciated, as to their effect, by our leaders at all levels.

"4. Miscellaneous items such as review of a current program of our division or a

perspective of the whole effort of our division as in our January 15 issue.

"But, in general, the *Letter* is used for the correction of the misinformation contained in union propaganda about us or in the bad economics with which current events or trends affecting our employees and management are interpreted.

"The *Letter* is only one of the many mass media we use with our management and with our employees. The practice of wide-open, two-way, man-to-man communication is still the method by which the great bulk of our teaching and training work is done and the great mass of our personal contacts in the human relations field accomplished."

SUMS UP PERSONNEL SERVICES

We wish it were possible to comment on other issues of the *Letter* sent us by Mr. Boulware. Their content is more characteristic of the aid "offered our leaders in their search for news-worthy information, economic education, moral determination and political sophistication". But now to quote the special issue which constitutes a sort of catalog of the services performed by one employee relations division.

To Our Management:

This letter tries normally, as you know, to report fact and opinion of the most urgent current importance to our operations.

In the process, an unfortunately large proportion of the space still has to be given to supplying the facts with which to correct the more flagrant misinformation being aimed by others at our employees and neighbors.

Viewed by itself, this publication might thus tend to obscure the full range of our daily activities and leave an unbalanced impression of our intentions and efforts.

So, as we all begin another New Year, it seems worthwhile to record here again the summary which we hope will help keep in proper perspective both the more and the less well-known ways in which we in your Employee and Plant Community Relations Services Division are trying to aid you in the attainment of our Company's objectives.

Some of our work, of course, is still made needlessly controversial by others. It is often considered "news" by current standards, and thus tends to be widely noted. But it is important to keep in mind that this involves only a small part of our work in one relatively narrow area among many.

Day in and day out—and regardless of the noise level on any front—the great bulk of our thought and effort continues to be devoted earnestly to the widespread, quiet, orderly, determined, and little publicized but none the less news-worthy efforts to aid developing and advancing an always sounder, more productive, more pleasant, and in all ways a more mutually rewarding association between our managers and their employees.

The range of these efforts is briefly indicated inside.

Salary Administration

All activity here is directed to developing—and promoting the company-wide use of—Salary Administration plans and practices which will inspire salaried personnel to their full usefulness and reward each properly for what he gets done by the application of his own inner resources to the opportunity offered.

Particular attention is given to research and to the development—for decentralized use—of methods for analyzing and evaluating positions, for appraising the performances of holders of those positions, and for keeping abreast of changing conditions to the end that policies and practices are kept up to date as to any altered needs and values.

Wage Administration

Services to field operating components are supplied or available in the areas of wage surveys, wage determination, wage structures, incentive plans, job analysis, wage rate procedures and related wage training and administration practices.

Information about national and local regulations is gathered, condensed, and circulated. National and local wage trends and other developments are kept under observation. Recommendations are made on national and local wage issues.

Most important is the constant research to the end of our ever greater competence in

knowing—and doing voluntarily—*what's right* as to wages by all the proper standards.

Employee Benefits

All activity here is directed to aid the Company to do what's right about benefits and help all concerned obtain full value from the programs.

Every effort is made—through manuals and personal visits—to assist operating components both in the adequate explanation of the benefit plans to employees and in the smooth and economical functioning of the programs in their day to day operation.

Research is constantly pursued as to what's best for the future as well as to what are the current trends and any requirements for improvements to keep our plans comparable and equitable. Related to this research is the frequent cooperation with government groups and other employers in helping with sound benefits legislation.

Health & Safety

All activity here is directed toward aiding operating components in the development and use of practices which will improve the health of our employees and reduce both the frequency and severity of accidents on and off their General Electric jobs.

Yesterday's accent was on aiding the sick and injured. Today it is on *preventing* injuries *while keeping employees well*.

Counsel, training, and appraisal services are provided our doctors, safety engineers and other responsible key personnel in all areas of health, hygiene, job environment and safety. Advanced research is proceeding in such areas as industrial noise, eye-protection, resuscitation, rehabilitation, and the most effective ways for supervisors to live up to their health and safety responsibilities.

Employee Communication

The aim and effort here is to give aid to operating managers in developing and maintaining effective, two-way communication. This involves both mass and man-to-man techniques.

Help is offered in the development of local communication media and procedures. A special course trains field communication

specialists. Company-wide news and other findings are syndicated to employee newspapers and other internal publications. Assistance is given at various locations during periods of local stress.

Related research is carried on in the areas of attitudes, motivations, and the oral and written correction of misinformation.

Personnel Practices

A consulting service and a wide variety of manuals and other aids are supplied managers to help in the better selection, placement and orientation of supervisory and non-supervisory employees, to help advance employee rating and counselling techniques, to help improve employee upgrading procedures, and to advance sound recreational and other employee services activities.

Workshops on employment practices are held. Courses are given in interviewing and appraising personnel. Training is given in selection tests.

Special research effort is being made again this year on the costly turn-over problem.

Education & Training

This department does research and aids local training directors in their efforts to teach the human side of management. The courses emphasize conference leadership and effective human relations. A series of one-week training institutes is familiarizing local managements with techniques developed and proved to date.

Assistance in HOBSON I, HOBSON II, HANEY, and other needed economic education courses continues on a wide and effective scale.

The development course for prospective professional Employee and Plant Community Relations specialists continues. The first ten to complete the comprehensive 27 months course—all college graduates—will be available for regular full-time assignments in the field later this year.

Plant Community Relations

This department does research, develops manuals, and otherwise works to aid local management in making itself known to the community as the good employer GE tries to be, known as a fair and productive purchaser of local goods and services, known as a good

taxpayer with no bargains asked, known as a good contributor to and worker in all appropriate local causes, and known as a good corporate citizen in the best sense of the word.

This department aids local management also in cooperating with other employers and alerted citizens who are seeking to measure up to the full range of their good citizenship responsibilities, especially as this applies to economic education, moral determination, and political sophistication.

Union Relations

This department conducts the national negotiations with three unions, advises in the negotiation of our 91 other union contracts, and processes the relatively few grievances coming to the national level. It also supplies specialized aid in "crisis" situations. But all this—important and demanding as it is—is only a small part of its over-all work.

The major thought and effort of this department's headquarters staff and regional managers is in research for better solutions to recurring problems and in making available accumulated "know-how". We are seeking, to the fullest extent practicable, a constructive and harmonious relationship with union representatives while satisfying ourselves and an informed union membership that we are doing what's right.

The department's guiding philosophy continues to be: "*Labor Problems should be thought out—not fought out.*"

What it's All About

All the foregoing is in pursuit of these twin objectives: (1) Our doing what we should for our employees. (2) Their doing what they should for us in fair return.

For our part, we are sure that our managers, as never before, are trying to do what's right about pay, benefits, working conditions, information, participation, and the creation of rewarding human associations.

For their part, our employees will just as surely strive to do what's right by our managers through applying interest, skill, care and effort—as they come to know the facts of our fairness and come to feel the warmth of our human interest.

Let This be the Year

We can be certain that 1954 will be full of fresh challenges on all fronts. But that provides the opportunity for triumphs too.

Let's make this the year of our greatest triumph to date in the growth of our employees' confidence in our competence and determination to do what's right, and in our heart-felt desire to make of our association together a warmly rewarding human experience.

About the Authors

B. J. Speroff is a research associate at the Industrial Relations Center, The University of Chicago. He holds degrees from Indiana and Butler Universities and the Illinois Institute of Technology. Mr. Speroff is an associate director of Psychometric Affiliates, test publishers and distributors, and has authored a number of articles dealing with psychological and industrial problems.

Allen K. Heydrick, Director of Education and Training at Weirton Steel Company, a Division of National Steel Corporation, at Weirton, West Virginia, is a graduate of Lock Haven State Teachers' College and has taken special training at Northwestern University, Pennsylvania State College and the University of Chicago. He was formerly Training Super-

visor for the National Association of Manufacturers, and prior to that served as Secretary to the Chamber of Commerce, Stroudsburg, Pennsylvania, and later was active in special public relations with the Navy Department in Washington.

Cecil J. Mullins, co-author of "How Long Does Reading Improvement Last?" in our April 1954 issue, has his B.A., M.A. and Ph.D. from the University of Houston. Prior to taking his Doctorate, he worked as vocational and educational counselor at the University for two years, and as acting director of the Reading Clinic for a year. He is now teaching developmental reading at Lee College, Baytown, Texas.

(Continued on page 183)

The "Incident" Method: Its Use With Buzz Groups and Filmstrips

By B. J. SPEROFF, Research Associate
Industrial Relations Center, University of Chicago
and A. K. HEYDRICK
Director of Education & Training
Weirton Steel Company, Weirton, West Virginia

THE incident method is a modification of the popular case method of looking at and studying problems. It provides more opportunity for practice and training in "situational thinking". It helps emphasize the necessity for having all the facts before tackling a problem. In short, the incident method requires the conferees to ask questions and seek answers as the first step in analyzing, evaluating and solving a particular problem situation. It works this way:

(1) The conference leader possesses the complete and accurate facts about the problem situation. He hands out or reads a simple case, or statement of an incident, to the conference.

(2) The conferees set about getting the facts behind the incident, by firing questions at the leader. The length of this fact-finding period will vary, depending upon the nature of the case, the time available, and other considerations.

(3) At the right time the leader ends the questioning. He then outlines for the group what has to be decided upon, and what key facts have been developed to guide their decision.

(4) Each group member then jots down his decision or solution. One by one, these decisions are evaluated by the group.

(5) Finally, the group considers how such an incident could have been prevented.

In explaining the incident method to

The important thing in solving a problem is to get all the essential facts bearing on it. The "incident" method puts greater emphasis on this than the "case" method. The authors tell how the method works and may be combined with other training devices to give supervisors practice in the successful handling of problems.

the group using it for the first time, the conference leader points out that in the case method all of the basic facts of a situation are usually presented to the group before they start considering the problem. On the other hand, this group is only to hear the reading of a brief incident and see a silent filmstrip of the incident. After that, the conferees will ask questions of the leader which he can answer with a "yes" or a "no" or, at most, with a simple explanatory statement. The conferees are in somewhat the same position as a detective who has a corpse on his hands and must ferret out the pertinent facts and evidence, assemble and appraise them, and then solve the case.

However, before the leader presents the actual incident, he gives the group a sample incident in order to show how the method works. The group is given ten minutes to solve the sample problem. Then,

Grateful acknowledgment is made to Paul Harris for his constructive criticisms.

if no satisfactory solution has been found, the leader states the missing facts and the solution.

In one course conducted by the writers, the conference leaders had a fund of five incidents, which they could use in introducing this method to their various groups. There were approximately 1100 supervisory personnel in 75 conference groups meeting concurrently over a three week period, and it was felt the groups would talk with one another and pass on the incident answers.

After the round of first-day sessions, therefore, the conference leaders were instructed to: (1) ask the groups, at the conclusion of sessions, not to give the incident solutions to other groups; (2) relate the incident to the group and then ask those who know the answer to refrain from participating; and (3) use another incident if it became apparent within the first minute or so that someone had the answer and did not refrain from participating. Much to our surprise, however, we found that in only two cases did individuals disqualify themselves, and in three other cases the conference leader felt some member of the group had the answer and consequently switched to another incident. Additional evidence that the groups kept the incident solutions to themselves was that 75% of the groups did not find answers to the problems within the time limit.

FILM PRESENTS INCIDENT

After the sample incident has been worked on by the group, the conference leader is ready to set the scene for the actual incident. He again briefs the group: "I am going to show you a filmstrip of an incident." (In this instance we used the case of Mike and Bill in the Armstrong Cork Company series.) He shows the scene to the group and adds: "Barney Cole, the supervisor, is disciplining Bill." The filmstrip of this scene is shown for a minute and the incident statement is repeated once more. "Now, you will have 12 minutes to

ask more questions which I can answer with a 'yes' or 'no'. If necessary, I may add a comment or so whenever it seems appropriate. I have all the facts in this case, and I'll give you just as much information as you ask for and no more. Please don't jump to conclusions; that is, don't give me a solution until you feel you have all the necessary facts upon which to base a conclusion."

GROUP DIGS FOR INFORMATION

For the next 12 minutes there is spirited activity. As is to be expected: (1) many conferees persist in jumping to conclusions; (2) a great many identical or similar questions are asked over and over again, indicating that conferees do not listen attentively to the questions and answers; and (3) in many cases the conference leader has to reword questions in order to allow a "yes" or "no" response, or he asks the individual to "put that in the form of a question I can answer with 'yes' or 'no'."

At the expiration of the time limit, in nearly 90% of the cases, the groups had failed to reach a successful solution to the incident problem because one little but vital fact had escaped them. At this point the conference leader emphatically draws the group's attention to the extreme importance of getting the facts, and all the facts, before reaching a decision about a particular problem situation. Next, he asks the group if they would like to see the entire story so that they can compare their findings of the facts to those revealed in the filmstrip.

This device of throwing out an incident, allowing the group to wrestle with it and seek the facts, and then showing them the complete pictorial story, seems to be far superior for these reasons: (1) the necessity and value of a thorough fact-finding attitude is dramatically impressed upon the conferees; (2) a more complete and integrated learning experience, more

meaningful and digestible takes place; and (3) you have a standard or norm for comparison of one's "fact-finding-mindedness".

Even after the conference group has obtained all the needed facts and matched them with the facts presented in the film-strip, the group still has to find a solution to the problem. So now we come to the final step in this training procedure which aims to develop the fact-finding attitude by integrating the incident method, the use of filmstrips, and the buzz group.

This final step is to break down the group into buzz groups of about five members each. On the basis of the acquired facts, the small groups are to come up with a solution, decision or some sort of disposition of the case within six minutes. Assuming that members of the groups have a fair understanding of the buzz group method, they quickly settle down to business and within the allotted time are ready to give their reports, which are then evaluated by the entire conference group.

Reading Improvement Course Aimed to Increase Speed

By CECIL J. MULLINS, Ph.D.
Lee College, Baytown, Texas

MOST of us in reading-improvement work can cite a few examples of phenomenal reading ability. Professor X has been tested above 3,000 words a minute. Mr. Y can read a long novel in less than an hour. Mrs. Z frequently reads four or five books a day besides taking care of her chores as a housewife. The really phenomenal thing about such cases is that these people have usually developed the ability on their own with no special training.

The difference between, say, 3,000 words a minute and the finishing speed of most graduates of our reading-improvement programs is enough to set one wondering about our methods. For example, in most reading-improvement programs the instructor centers on comprehension first. Speed is more or less a by-product, and is sometimes treated downright casually. Consequently, there is a slight gain in

Most of us, this article suggests, could learn to read much faster with very little, if any, loss in comprehension. What such improvement could mean to businessmen is obvious. An experimental course is described in which 49 students increased their reading efficiency by 950%; boosted their average speed from 232 to 2731 words a minute.

comprehension but no conspicuous improvement in speed.

Tachistoscopic work indicates that the eyes are capable of perceiving at the rate of 15,000 to 20,000 words per minute. If we could learn to read as fast as we can perceive, and if we learned to apply selection wisely in our reading, we could probably double this figure.

Here is one more thought about speed *versus* comprehension. Even if we granted, which we certainly do not, that comprehension necessarily falls off slightly as speed shoots up, one wonders if it may not be well worth it. Our purpose seldom requires that we get more than fifty or sixty per cent comprehension from any given piece of reading. If we must take three or four times as long to read this material in order to pick up an extra ten or fifteen per cent, the slight extra comprehension hardly seems justified from an efficiency standpoint.

MEASURE OF READING EFFICIENCY

I am firmly convinced that an efficiency index derived by multiplying the speed by the per cent of comprehension, converted to a decimal fraction, is a much more meaningful way of assessing reading ability than taking the speed and comprehension separately. If a person can read, let us say, at 1000 words per minute with sixty per cent comprehension, his index would be 600. He would be *comprehending* at the rate of 600 words per minute. It also seems to be fairly directly comparable to another 600 index achieved by reading at the rate of 600 words per minute with 100 per cent comprehension. Incidentally, the person with the higher speed would probably have time to read the article twice, if he wanted to, in the time it took the slower reader to read it once. The chances are, however, that he would find sixty per cent comprehension more than adequate for his purposes.

I went about training for reading improvement at Lee College in the fall of 1953 with a very strong emphasis on speed. My thinking was pretty much along the following lines:

1. Reading at 2000 or 3000 words per minute must be a somewhat different process from reading at 200 or 300 words per minute. It should be expected that

comprehension will drop somewhat as speed makes such a great jump, but comprehension should come back up if the student is kept at that speed. The student cannot learn to read at such speeds unless he does read at such speeds.

The students were forced to read at 1000 words per minute during the third week, as soon as the lectures were all finished. Incidentally, the lectures were all completed before any practice was begun. This was in order to give the student more understanding of what is involved in the complete reading process so that his practice time might be more efficiently used. At no later time was the student allowed to read slower than 1000 words per minute, except on tests and special exercises.

CONFIDENCE NEEDED FOR SPEED

2. Confidence is one of the few indispensable characteristics necessary for truly efficient reading. Consequently, the student in the conventional reading program who absorbs the idea, if he doesn't hear it directly, that 500 or 600 words per minute is all he can expect, does not develop past that point. The goal of at least 3000 to 4000 words per minute was held before the student constantly in this program.

No reference to "skimming" or "scanning", as a different process from reading, was made during the course, for fear of giving the student the idea that he could "skim" rapidly, but that he might not be able to "read" rapidly. When the question arose, the student was told that reading is quite simply a matter of *communicating* with the author to the extent of the reader's purpose; and that whatever method he used for the communication was not "reading" or "non-reading", but was *good reading* or *poor reading* according to how efficiently he satisfied his reading purpose.

3. Special care was taken to avoid discouragement. The contrast between the

best students and the worst students is magnified in this method, and discouragement is a constant problem for about half the students. They were reassured many times that they were doing very well and that if they would try hard and guard against a "giving-up" attitude they would be up with the leaders by the end of the course. In addition to verbal encouragement, they were occasionally required to re-do an exercise that they had found difficult early in the course, but which they found quite easy at the later stage, to point up their progress to them. Further, whenever anyone did particularly well on any of the exercises, the importance of that exercise to good reading was heavily stressed to him in private.

The lectures and exercises themselves were fairly standard, except for a few innovations that need not be stressed here. Equipment consisted of the SRA Reading Accelerators, the Harvard Films, an opaque projector, a standard overhead slide projector with a tachistoscopic timing shutter, and specially prepared materials for use in these devices.

2731 WORDS PER MINUTE

The results were very gratifying. At the end of the semester, average improvement in the efficiency index for 49 students was 950.3 per cent. Average speed had increased from 232.2 words per minute to 2731.2 words per minute.

Average comprehension had dropped only 10.3 per cent, from a beginning average of 71.8 per cent to a final average of 61.5 per cent. On this subject, a very interesting finding was that almost every student showed a drop in comprehension, from slight to severe, at some time during the course when his speed shot up. But in almost every case comprehension climbed

back toward (and in many cases, beyond) the starting comprehension by the end of the course.

COMPREHENSION BETTER, TOO

Also very notable was the performance of the three best students. They all reached 8100 words per minute several times. They were kept at that point so that the instructor could observe the effect on their comprehension. In all three cases, when their speed was held at 8100 words per minute for several tests, their comprehension climbed steadily up past their beginning comprehension. One of them started with 65 per cent and finished with 70 per cent. Another began at 65 per cent and finished with 80 per cent. The third began at 55 per cent and finished with 75 per cent. Their speeds at the start were 197, 349, and 144 words per minute, respectively.

One of these students told me he was reading the material twice during the allotted time. Both of the others said they almost always read much faster, even though I would not give them credit for it. In view of this, it seems reasonable to believe that if all the students had been held for two or three weeks to the highest speed they attained during the course, their comprehension as a group would have climbed at least back to the starting point. What probably happened is that before their comprehension quite had time to come back to the starting point after their last burst of speed, the course ended.

All in all, the experiment seemed to me quite successful. Of course, these results are for only one group of 49 students. However, I see no reason to believe that the same methods would not be almost, if not quite, as effective with other student groups and with groups of more mature business people.

College Helps Organize a Course for Railroad Foremen

By PAUL E. SULTAN
Industrial Relations Dept., University of Buffalo
and NICHOLAS KISH, Ass't to the Dean
Millard Fillmore College, University of Buffalo

ON THE "front line" of management are supervisors and foremen. These people probably do more than any others to shape the attitudes of workers towards the company. To the workers, they *are* the company.

But the foremen themselves may not like the position in which they find themselves. It may be that their salaries have lagged behind those of the strongly organized labor force. Then, too, supervisors are frequently held responsible for complicated and expensive business operations; they are asked to work long hours, sometimes without extra compensation. However strategic their position, they are often a dangerously weak link in the chain of communications and command.

Frequently supervisors are not taken into the confidence of management; they are not consulted on issues which greatly affect their daily routines. Sometimes they are not informed in advance of changes in company policy and learn of these from the workers themselves. The Taft-Hartley Act has weakened their ability to identify themselves with the workers' unions. Thus, they have one foot in each of two worlds: one in the workers' world and the other in management's world. Straddling these two worlds is not often easy.

It was in recognition of these and other problems that the New York Central Railroad Company decided to try to improve labor productivity and efficiency by more effective supervision and the joint analysis

When the New York Central decided a training program was needed, company and college people worked together on it from the first. This tells how the committee managed to get the fullest participation of the foremen-trainees, but at the same time to have all discussion sessions follow a prescribed course.

of *both* worker and company problems. The first question asked by the company was: "How can we make our workers appreciate that improvements in their own material welfare, improvements geared to productivity, depend largely on their own daily routines?" Secondly, "How can we indicate to our supervisors the critical importance of their jobs in maintaining efficiency?"

The resulting training program was first shaped up in the Personnel Department of the company. It was decided that, because the company operations spread over a wide area, the responsibility for and the character of the program should be left to division executives. The program should be tailored to local needs and, most important, developed by local personnel.

The assistance of local universities was sought. Thus, the Industrial Relations Institute of the University of Chicago was asked to join with local company officials

in developing the program for the Western Division. Millard Fillmore College of the University of Buffalo was asked to help develop the program for the Eastern Division.

DESIGN COMMITTEE ORGANIZED

At Buffalo, the first step was to establish a "Design Committee" staffed by representatives of the railroad and the university. Railroad representatives included the manager of personnel; the director of training and employment; the assistant to the director; the head of the accounting department; the assistant superintendent in charge of all operations in the railroad division; the master mechanic; and the superintendent of car shops. University representatives included a professor of economics, an industrial relations professor, a human relations professor, a professor of accounting and business organization, the dean of Millard Fillmore College and his assistant.

The immediate function of this design committee was to secure agreement on an overall objective. It decided the primary objective of the training program should be to strengthen the railroad management team. First, it was felt that supervisors should develop a greater cost consciousness. Then we hoped to give them a better understanding of the "controllable" elements of cost, and how costs are reduced. Finally and most important, we wanted to motivate them adequately toward cost reduction. But these things, we felt, could be attained only as a by-product of better human relations on the job, requiring the development of leadership, mutual understanding, and effective communications. The committee felt that, too frequently, "getting the job done" without regard to human relationships was short-sighted and could easily produce unfortunate long-term repercussions.

Other functions of the committee were

to plan the content of the program, supervise the development of material used in the sessions, determine the method of instruction, participate in the presentation of units of instruction to group leaders, select the supervisory trainees, and arrange the time and place of meetings. Ten separate conference units were to be prepared.

A schedule of committee meetings was drawn up. At a single meeting we found it was generally possible to hammer out an outline of subject matter for one unit, approve the rough draft of another, and suggest revisions or modifications for proposed visual aids.

These sessions were informal; New York Central representatives stated practical problems facing the company; they told of difficulties in meeting competition, and in what ways they were experimenting to improve efficiency. Photographs of innovations, of major repairs on company lines, and of new diesels were exhibited and considered for use as visual aids. Through these sessions it was possible to weave together the need for productive efficiency with the day-to-day operation problems, and integrate these, in turn, with the "human relations" aspects of the job.

GROUP LEADERS SELECTED

It was then necessary to select a group of supervisory personnel drawn from the various departments of the company. Trainmasters, yardmasters and foremen at various levels were selected and divided into groups of from 13 to 15 men.

A core group, known as the Group Leaders, was then selected from among the men. These men were to be the discussion leaders; they were selected for their interest in company problems and their demonstrated ability in dealing with their men. To assist them in leading discussions with other supervisors in their groups, they were given a manual or "Leader's Guide" prepared by the Design Committee for each of the ten sessions.

Discussion in this booklet pointed up major company problems and suggested solutions. Each topic began with such headings as *The Main Idea Is: Summary: Transition to Next Topic:* and the manual was generously sprinkled throughout with *Possible Questions to Pose to Your Group.* Whenever a visual aid could help the discussion leader put over a point, this was noted and the leader would turn to a prepared slap-on poster or chart showing statistics of volume of business, labor costs and so on.

USE OF THE MANUAL

It was emphasized throughout, however, that the manual was prepared to guide or stimulate discussion, not to act as a substitute for it. Thus the discussion leader was confident that he had a generous amount of information and provocative topics to encourage discussion at each meeting.

Group leaders worked in teams of two: the second leader was available at each session to take notes on any problems for which there was no ready solution, and to assist in the stimulation of discussion if that should be necessary. He would then 'rotate' as discussion leader at the following session.

At the end of each session the members of the group were given a neatly printed summary, known as the "Participant's Manual," which reviewed the major points relating to the problem under discussion. These manuals usually contained some of the charts and photographs appearing in the visual aids used by the discussion leaders. These became the participants' personal property; they were also given loose-leaf binders so that they could keep the ten booklets in one complete volume.

After the joint Company-Faculty Design Committee had assembled at least 3 or 4 of the 10 units, the company set in motion its training program. Before the

groups of participating foremen were assembled in the various discussion groups, a 3-day conference was held on the campus of the university for those foremen who were to act as group leaders.

At these conferences, the group leaders were introduced to their teaching manuals. Several "sample" sessions were held, in which various members of the joint Company-Faculty Committee were discussion leaders. Faculty members of the speech, sociology and human relations departments gave a series of talks and led discussion on teaching methods.

Interest in these sessions ran very high; foremen were anxious to discuss as much as possible the various problems raised in their manuals, since it was soon to be their responsibility to lead similar discussions with their own groups.

REFRESHER SESSION FOR LEADERS

After the actual training course had proceeded through five of the ten units, a second one-day 'refresher' session was held on the campus for the discussion leaders. Here again, problems faced by these leaders were discussed; methods developed for dealing with special difficulties. Additional information was gathered for the group leaders where the groups seemed to be anxious to learn more about specific problems.

All group leaders reported that interest in the sessions was very good. The sessions were held on company time in company locations, with the clear understanding that all foremen selected for participation were expected to attend. There was, however, little resistance to attending. Many foremen found this an excellent way to meet company people with whom they had dealt in the past through very indirect and circuitous routes.

The discussions did a great deal to clear the air and to give foremen a clearer picture of the difficulties other departments

were facing. Thus, the discussions had a good therapeutic effect in addition to creating a greater understanding of company-wide problems and policies. A survey at the end of the program indicated that almost every participant felt he had learned a great deal.

One of the main reasons for the success of this training program, in the writers' estimation, was the complete participation and support of the New York Central management in the program. This helped give the hard core of substance and realism to the course content. But more than this, management demonstrated that it was *behind* the course.

TEAM SPIRIT DEVELOPED AMONG FOREMEN AND TOP MEN

Many foremen expressed enthusiasm because they were able to *share with* management the responsibility for the program's success. As one foreman said, "I had the privilege of working with representatives of top management and received great help and cooperation from them. They 'let their hair down', making me feel they had just as serious troubles as we supervisors did and that they needed us for greater team work. . . ."

Another contributing factor, we think, was our use of Discussion Guides and Participants' Manuals. It might be objected that this printed matter for discussion leaders was potentially a dangerous crutch. Might not leaders be content simply to read the course material? But on the other hand, to develop a discussion 'cold', without any facts or data to work with, may simply encourage a 'beefing' session, with grievances rooted in mis-information and oriented to negative criticism of company policy rather than positive suggestions for constructive improvement.

The novelty of assembling a group of discussion leaders on the university campus undoubtedly stimulated interest of all

group participants. The conference sessions provided by the university staff were considered by the supervisors to be interesting and stimulating. Pointers were given on group discussion methods, with reference to basic features of individual and group psychology.

BROADENED FOREMEN'S HORIZONS

In the "Central's" estimation, a prime accomplishment of the program was getting company people from all departments of the widespread system acquainted with each other. Men who had dealt with each other on company business only by telephone or mail met each other for the first time and found what type of individuals they were dealing with. It was revealing and helpful for them to learn how many problems they had in common; how frustrating a delay in one department could be to another.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.

With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.



Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

A Role Playing Case: How to Get the Most Out of It

By ERNEST E. KELLOGG, Executive V.P.
Institute of Management Affairs, Inc., Troy, N.Y.

THE success of role-playing in foremen training stems largely from the fact that among the observers there will be many conflicting opinions about how the particular grievance which has been enacted could have been handled with better results. Also, there is a strong likelihood that in the group there will be one or two who will have run afoul of a similar situation, and their experience will be most valuable to the others.

To get role-playing started, the first step is to select a person to act as a group leader or director. Much of your success in the use of dramas will depend upon the leader's skill and his ability to direct and control each group. He should realize that the foremen, as a whole, may take a dim view of the program at the outset; however, sooner or later they will realize that as skill is acquired in controlling difficult situations, they will be gaining recognition from their own workers as good executives.

The groups should be composed of foremen of a similar level; shift foremen in one group, departmental heads in another. Fifteen or twenty persons are about the maximum which should be allowed. At the outset, the majority of the members will be shy. Foremen will talk much more freely in a smaller group, and will be less hesitant in enacting a role.

When a group is convened for the first time, it is a good idea for the leader to direct attention to the framework of grievance procedure as outlined in the union contract. Foremen should thoroughly understand all that is required of them as

Organizing and leading a group of foremen so that they will get the most good out of role-playing is quite an art. The author proposes that grievances be dramatized in short socio-dramas, to stimulate lively discussion; to show how, he presents a role-playing case with "stage directions".

representatives of management; for instance, how long a period is allowed in which to answer a grievance and also, who should be present at the initial conference.

In the beginning, the desirability of a good foremen-steward relationship may have little significance to the group. A line foreman, constantly irritated by a series of petty complaints, which he does not understand and consequently has little likelihood of satisfying, is quite certain to take a gloomy view of the entire situation. It is understandable if he considers himself a poor relation of management, and the maneuvering of the union committee as directed against him personally.

The foremen must be impressed by the necessity of listening carefully to a worker's complaint and endeavoring to identify its source, so that by understanding its origin, they will be better prepared to deal with it. A common complaint of the average worker is, "The foreman is always pushing me around". What he actually means is that, as necessity arises and the flow of work dictates, men are shifted from machine

to machine, or job to job. He recognizes that such a condition is normal. Nevertheless, he feels insecure if his daily routine is disrupted.

From such a situation, the leader could easily select a grievance to enact as a drama. Assume that the action takes place in a department where parts are machined. Normally, upgrading from unskilled to machine operating jobs is based upon a combination of ability and accumulated seniority. Machine operating jobs are usually obtained by bidding, going to the oldest in seniority, providing that ability is equal in the eyes of the foreman.

BROWN GETS INTO TROUBLE

Foreman Tim Brown, in such a department, is faced with a dilemma. He has just taken over his shift. Four workers have reported sick. As it happens, all are from unskilled classifications who usually perform the spare jobs. He needs a quantity of parts to be machined by his department. He has no spare help; his only recourse is to shut down a machine and use the operator to get the parts. The last operation is performed by a worker of top seniority, a chap named Mackay, quite popular in the department. Here seems to be the ideal situation. Mackay can truck the parts in and then go back to his own machine and, with a little overtime, his production can be kept normal. So, Brown goes over to Mackay, orders him to shut down his machine and truck in the needed parts.

Mackay does not see eye to eye with him, "Why me?" he asks. Brown explains patiently. Mackay nods, "I understand all that, but I'm the oldest man in the department. I don't see why you should push me around. I want to talk to the steward".

The steward comes and Brown explains the situation. After a conference with Mackay, the steward states the union's position. He feels that Brown should take the youngest man in seniority for the

trucking job. "After all" he says, "what good is seniority if it doesn't protect your job, and Mackay has the most seniority in the department".

Brown now realizes that what appeared to be an easy solution has become a matter of major importance. He has about one hour's supply of parts, both Mackay's and the steward's machines are shut down while they are talking, and now he has to make a decision which will relieve the situation and at the same time retrieve whatever prestige he has lost.

There are several things which he can do. He might phone the superintendent and admit that he is blocked in an attempt to help himself. This may lower his prestige in that quarter. He can agree with the steward and admit that he made a mistake in the first place, but he feels that he is within his rights. The union contract specifically states that the company shall have the right to transfer from job to job. It makes no mention of seniority. He can insist that Mackay do as he has been told. The union may resist to the extent of shutting down the rest of the machines, and then he will really be in trouble with the front office.

RESTATES THE PROBLEM

This is the problem. It should be carefully explained by the leader so that the group thoroughly understands it. It will be acted out to discover the answers to certain vital questions. Did Brown give proper consideration to his order before issuing it? Was Mackay justified in refusing the transfer, notwithstanding the clause in the contract which clearly states that the company has such a right? Did the foreman understand the source of the grievance, or was he focusing all of his attention on production to the exclusion of everything else? Lastly, should the steward support Mackay, being himself familiar with the contract?

Assuming that this is the first drama to be staged by the leader, it will be a crucial point in his relationship with the group. He should assign the roles, not ask for volunteers. The part of the steward and Mackay will be easy to fill. The part of Brown, the foreman, is another matter. Whoever takes this part must endeavor to defend the company's position. For this reason, a person of positive personality should be assigned to this role.

The leader selects a person to play the part of Mackay. He describes Mackay's emotions to him. Mackay is resentful of Brown's order. It appears to him that Brown has given no consideration to his seniority. He feels that Brown is picking on him. He is really angry and determined to fight the matter to the finish.

The steward's position is delicate. He is fully aware that the company has the contractual right to make the transfer. However, his own position is political. The person playing this part must understand this. The steward must justify his actions in the Union Hall later on.

BROWN'S POINT OF VIEW EXAMINED

Brown's role is the difficult one. This is the one we wish to examine minutely in the discussion to follow. It is his actions and the fears that motivate them which we want to bring out, so that the members of the group will remember them and not duplicate his mistakes. In describing Brown's position, the group leader should be careful to avoid any hint as to the proper course to have been followed in this situation. It can be pointed out, however, that Brown's attitudes are very much those of management generally. His mind is on production. He feels that the union, through Mackay, is contesting a vital managerial right; the right to say which of its machines it wishes operated. Furthermore, he fails to see any justification for Mackay's complaint. The latter

is being given his regular rate for a job which pays considerably less and, in Brown's opinion, he should be satisfied.

The players have been selected and the drama is ready to be presented. A table to serve as a desk and chairs for the players should be arranged; preferably in the center of the group. The observers should be cautioned against making any comment or laughing during the drama.

GETTING THE ACTION STARTED

The drama is going to highlight the point when the steward joined Mackay at Brown's desk. The players are going to reproduce the incident just as it occurred, substituting their own words for the original conversation. The actors will, quite often, have difficulty in getting started. They will wait expectantly, hoping that someone else will lead off. In such a situation, the leader should name the player to have the first line, and give him an opening sentence to cue the others.

The leader should observe closely and must decide at which point the drama should be brought to a close. It usually takes only a few moments to present the original incident and bring out the opposing points of view; thereafter, the players are prone to repeat themselves.

The drama should progress somewhat along the following line:

Steward, addressing Brown: "What seems to be the trouble here?"

Mackay, interrupting: "I'll tell you what's the trouble. He's trying to push me around all over the shop."

Steward: "Now take it easy Mackay, let's see what Brown has to say about it".

Brown: "There isn't much to say. I'm not trying to push Mackay around. He refuses to take orders. The company has the right to shut down a machine and transfer the operator to other work temporarily. That's all that is being done here."

Steward: "That's one way of looking at it.

Mackay happens to have top seniority in the department. How about that?"

Mackay: "Yes, how about that? I guess seniority doesn't mean any thing around here anymore."

Brown: "I'm not disregarding seniority. It has nothing to do with this matter.

You will have to admit that the transfer clause in the contract doesn't mention it."

Steward: "That may be so, but the fellows in the department feel it should apply.

If you can do this to Mackay, you can do it to any of us."

Brown: "That's perfectly true."

Mackay: "Well, I'm not going to stand for it and I think the fellows will back me up."

Brown: "Is that a threat?"

Steward: "No. But that is the way the department feels."

Mackay: "And that's the way I feel; I'm not going back to trucking parts after all these years."

Brown: "The company owns the machines.

It certainly has a right to stop them, if it sees fit; also, it has the right to transfer the operator to other work. Mackay is getting his regular pay. I don't see what he has to kick about."

Steward: "Is that final?"

Brown: "Yes."

Steward: "Well, this is the way we feel.

Mackay would have to work long after some of the other machines run out, as his is the last operation. You should take the youngest man in seniority for a disagreeable job, regardless of what the contract says. Your actions are up to you, but the fellows are determined not to go along with your decision."

This would be the logical spot to end the drama. The situation has now developed into a stalemate.

Immediately upon conclusion of the drama, the observers should be asked to comment. To stimulate the discussion, the

leader should direct questions so that certain highlights will be emphasized. For instance, this particular grievance obviously originated from a sense of insecurity on the part of Mackay. He apparently believed that if Brown succeeded in transferring him on this occasion, he could do it any time it pleased him. Why hadn't Brown foreseen this and given it consideration before issuing the order? Perhaps if he had taken the trouble to consult the steward first, and approached Mackay with his support, the matter could have been presented in a different light altogether. Mackay might have responded to a request, backed by the steward, after receiving a full description of the circumstances. That, together with the lure of overtime, might have convinced him that he would not lose face with his fellow workers, nor would he be in danger of constantly being shifted. On the contrary, it should be apparent that Brown was giving consideration to the fact that seniority rights are tangible and not to be lightly thrust aside.

MUST CONSIDER WORKERS' VIEW

The group may not be impressed by any of the arguments advanced by the union side. The foremen will undoubtedly feel that in-as-much as Brown has the right to transfer a worker under the contract, Mackay should have carried out his orders without argument. This is the sort of reaction to authority they would like for themselves.

They must be made to see that grievances almost always originate from an actual or fancied invasion by management of the rights of the workers. In most instances, this can be avoided by careful consideration of an order before issuance, together with a diplomatic approach to the worker.

Should the discussion leader feel it desirable, another drama can be enacted, in which Brown will consult with the

steward, and the pair will approach Mackay with the proposition that he take over the trucking job to fill the gap, and later, make up his own production with overtime.

To fill the parts for the first drama it is wise to choose those whom the leader feels will have the least reluctance to enact a role. After the group has observed one or two, they will become eager to participate. It is quite astonishing how quickly a group of foremen will accept the use of the drama as a medium of expression and adopt it to portray their own points of view.

The group members should be encouraged by the leader to offer suggestions as a basis for dramas; also, they should be

given an opportunity to direct one of their own selection and later lead the group in a discussion period. This experience is invaluable. The poise acquired in this capacity will prove of great assistance in actual practice.

The success or failure of a supervisory training course will depend in a large degree upon the type of backing given it by Top Management. It should be thoroughly understood that the group leader has full authority to select groups, and insist upon members attending meetings. The top man who allows a group member to go over the leader's head and beg off from attending meetings is dooming the course to failure.

About the Authors

(Continued from page 169)

Paul Edward Sultan studied economics at the University of British Columbia, and received his M.A. and Ph.D. degrees in economics at Cornell. He taught economics in Austria at the Salzburg Seminar on American Studies. Now an Associate Professor of Finance and Business at the University of Southern California, when he wrote the article in this issue he was Assistant Professor of Industrial Relations at the University of Buffalo.

Nicholas Kish is a "triple threat" man—currently employed as a lecturer in accounting, Assistant to the Dean of Millard Fillmore College, and Assistant Director of the Division of General and Technical Studies of the University of Buffalo. He has an M.B.A. degree from the School of Business Administration of the same university.

Ernest E. Kellogg is a University of Toronto man and was a Lieutenant in the Royal Flying Corps in World War I. At the end of the war he was employed by a Wall Street brokerage firm and became interested in training, concentrating on salesman training courses for several years. He entered the field of industrial relations in 1933 with a large contracting firm. In 1942 he became director of industrial relations for a national organization, and developed

foremen's training to reduce pressure upon the day-to-day grievance sessions. Last year he organized the firm of industrial relations consultants with which he is now associated, to furnish a basic staff service, including supervisory training. Mr. Kellogg is a member of the panel of the American Arbitration Association.

Boris Blai, Jr., Civilian Personnel Director of the Philadelphia Quartermaster Depot, graduated from Swarthmore College and has a Masters degree in psychology from Temple University. For one year he was a personnel consultant in a printing plant. He has been in the Department of the Army since 1940.

Lemuel R. Boulware is a graduate of the University of Wisconsin; holds honorary degrees of Doctor of Laws and Doctor of Humane Letters. An infantry captain in World War I, he was Operations Vice Chairman of the War Production Board in World War II. In business he has been variously a public accountant, comptroller, purchasing agent, factory manager, sales manager for ten years, general manager of (1) Carrier Corp., (2) Celotex Corp., (3) General Electric's manufacturing subsidiaries. Since mid-1947 at G.E., where he is a Vice President, he has been charged with carrying out a new "job marketing" concept of employee, union and plant community relations.

"Declare" Your Training Dividends

By BORIS BLAI, JR., Civilian Personnel Officer
Philadelphia Quartermaster Depot

TRAINING represents the investment of time, talent and treasure. What are the returns from the investment? Ordinarily the answer will not be found in conjecture, opinion, or impressions. However, by declaring *tangible* dividends, the returns from invested training dollars make sense.

Training dividends can be measured and "declared". The type of information needed can often be obtained from existing records. Selecting the dividend(s) to measure is determined by one or more of the following problems or needs which originally led to the training.

1. More or Better Production—Reduce Unit Costs

"Before-and-after" production records are probably the most dramatic and effective means for declaring training dividends. For example, on-the-job instruction for employees engaged in a checking and tallying operation resulted in a 15% production increase. Since there was no change in either method or number of employees and the "before" and "after" conditions were constant, the improved results could be fairly attributed to the training.

2. Reduce Production "Bottlenecks"

An analysis of production records in a clerical posting operation indicated "bottlenecking" in several sections. Training in correct procedures sharply reduced one bottleneck (which was later entirely eliminated through a modification in procedure) and successfully removed the problem in the second instance. Accelerated, even-flow production resulted.

3. Reduce Waste and Rejects

Retyping letters because of errors was

The worth of some training courses can hardly be measured; must be taken largely on faith. This only makes it more important to assess the results of others as concretely as you can. The author shows how it is possible to "declare dividends" in certain instances, thus making it easier to sell management on future proposed training projects.

noted as a widespread condition. The failure lay in non-observance of correspondence requirements. Custodial personnel counted the number of letters discarded in waste baskets each evening during one week. These waste-rejects represented 15% of the total outgoing letter mail. Upon completion of an intensive refresher program, a re-check of the waste-rejects revealed less than 1%.

4. Reduce Accidents

Accident frequency and severity rates may suggest possible dividends. The frequency rate for lifting injuries was 14.3 and the severity rate 5.4. A month-long educational safety campaign was conducted, following which the rates dropped very sharply to 2.9 frequency and .5 severity. Since exposure hours and other known variables were the same for the "before" and "after" months, the planned training yielded great improvement in safety awareness.

5. Reduce Backlogs

A monthly production record review revealed an excessive backlog amounting to about 10% of normal monthly input.

Coupled with previous normal backlog, this created a serious production problem. A simplified operation was developed and introduced through a series of planned training sessions. Within a month, backlog returned to normal carryover. Here work simplification and appropriate training paid.

6. *Improve Worker Morale By Improving Supervisory Practices*

It is generally accepted that employee productivity is in large measure determined by mental attitude, sometimes labelled "morale", "job satisfaction" or "will to work". Recognizing that supervisory practices greatly influence worker attitude, investing in supervisory development training helps to produce improved worker morale. The analysis and evaluation of personnel records, before and after effective supervisory training, reveals dividends in reduced disciplinary cases, turnover, absenteeism, complaints, appeals and grievances.

RESULTS HELP "SELL" PROGRAMS

There are, of course, situations in which it is practically impossible to measure dividends. In such instances, opinions may be secured on a systematic basis (such as questionnaires or personal follow-up on the job) from the trainees, their supervisors and executive management officials when appropriate. This type of follow-up quickly determines whether or not the training is being applied and what improvements have been noted.

Bringing out the accomplishments of

a training project provides a factual basis for "selling" training. Results should be made fully known to employees and all levels of management, thus helping to assure the support necessary to the success of proposed future training.

ANALYSIS MAY SUGGEST IMPROVEMENTS

Certain other benefits are gained through this process of "declaring dividends". Results can be analyzed to improve the quality of future training. How about the training method? Was it too elaborate for the training need? Perhaps too chart-happy, too long, too flashy? What parts contributed least? If it failed to "hit the target", what caused the failure? Were needs inadequately determined? Was the method selected "tailored" to fit the need? Was the content and follow-up adequate? Critical self-analysis can be invaluable for determining how to improve the quality of future training.

Needless to say, the declaration of training dividends must be honest and objective. Care must always be taken in deciding whether the results (dividends) are due to training, or to some other cause such as reorganization, improved work methods, procedures or layout. To assign a fair share of results to training, the control of conditions is needed. Control groups are also highly desirable to determine how much of the measured improvement was due to the planned training and how much to normal development and growth through experience.

AT THE 6th annual conference of the Newspaper Personnel Relations Association Don A. Goodall, Public Relations and Personnel Director of the Yakima (Washington) Dailies, quoted Publisher Ted Robertson as saying: "The major gain from our program of human relations is the confidence our people have in management. They recognize our desire to be honest with them. This is reflected most noticeably in union negotiations, where we have had little serious trouble."

BOOKS

Reviewed by Harrison Terrell

THE SOCIOLOGY OF WORK. By Theodore Caplow. University of Minnesota Press, Minneapolis, 1954. 330 pages. \$5.00.

For the personnel man who wants to broaden himself, and increase his understanding of people at work and what impels them to act as they do, here is an excellent and most enjoyable volume. Don't look here for how-to-do-it help on any specific project, but for insight.

The author quotes Everett Hughes' introduction of a special issue of the *American Journal of Sociology*: "In our particular society, work organization looms so large as a separate and specialized system of things, and work experience is so fateful a part of every man's life, that we cannot make much headway as students of society and of social psychology without using work as one of our main laboratories." Professor Caplow so uses it in this book. Among others, he presents chapters on the assignment of work, the measurement of occupational status, mobility, the labor union as an occupational association, occupation and family, working conditions.

One of the best chapters is on occupational ideologies or folkways. "The influence of a calling on the lives of those who follow it does not cease with the five o'clock whistle," says Caplow, "but extends beyond the shop or office to every aspect of existence. . . . First, there are the customs and folkways which arise out of the nature of the occupation, or out of the traditions of the occupational group. Second, there are the standards of conduct which are enforced because of the real or supposed effects which their violation would have on the performance of the job."

A passage from Marquand's *Point of No Return* is quoted to illustrate bankers' folkways in a particular instance: "All the minor executives in the Stuyvesant (bank), as well as the more ambitious clerks, wore conservative double-breasted suits like Tony Burton's. . . . They all visited the barber once a week. They all had taken up golf, whether they liked it or not. . . . They had adopted Tony Burton's (the president's) posture and his brisk, quick step and even the gently vibrant inflection of his voice." Such a passage makes you more aware of the tremendous influence of managers' manners and actions on those under them; how top executives may set the tone for the whole company.

Professor Caplow teaches at the University of Minnesota and established there in 1950 the first undergraduate course in the sociology of work. His book is highly recommended. But don't expect to get through it in a hurry—there's a lot of it.

STEADIER JOBS—*A Handbook for Management on Stabilizing Employment*. Industrial Relations Counselors, Inc., New York, 1954. 123 pages. \$2.25.

Much can be done to give steadier employment without reference to the "guaranteed annual wage". This book tells how a number of companies have done it, and prescribes a step-by-step course by which almost any company can give its people greater job and income security.

Chapter headings include: Organizing the Attack, Getting the Facts, Stabilizing Sales, Forecasting Sales and Planning Production, Purchasing for Stability, Personnel Policy for Job Stability, Community and Inter-company Action. Treatment of the

subjects is quite practical rather than theoretical; a number of charts and tables with explanatory text will help the personnel manager who is setting out to tackle the problem in his own company and/or community.

We were impressed by the idea in the "Purchasing for Stability" chapter. This is not, as one might suppose, primarily concerned with foresighted purchasing to ensure that there will be no shortages to tie up production: the idea is for the company to manage its purchases, as far as possible, so that its *suppliers* can operate regularly. More orders can be placed in periods of low business activity, rather than building suppliers' production peaks higher.

Under personnel policy for job stability, these and other elements are discussed: prospective work schedules, job descriptions, adequate personnel records, hiring and transfer, training, flexible work schedules, review of vacation and leave of absence practices, emergency and stand-by labor pools, wage administration, the attitudes of supervisors toward job stabilization.

No author or editor is named. The original manuscript is said to have been prepared by a committee of industrial relations executives and economists from eight companies and organizations. The book's foreword is signed by Howard S. Kaltenborn, director of research of Industrial Relations Counselors, an independent non-profit organization.

CAUSES OF INDUSTRIAL PEACE UNDER COLLECTIVE BARGAINING. By Clinton S. Golden and others. Published by National Planning Association, Washington, D.C., as Case Study No. 14, December 1953. 128 pages, paper covered, \$1.00.

The very title of the series of case studies which is "wrapped up" by this final report seizes the imagination. How sensible it is to devote some attention to

the causes of peace, rather than all to the causes of strife. Labor troubles, strikes and picket lines, understandably, make the newspaper headlines. How do some companies year after year manage to keep out of such headlines; how do union leaders and company managements manage to compose their differences and work together harmoniously to their mutual profit?

It was to answer these questions that the National Planning Association in 1947 named a committee under the chairmanship of Clinton S. Golden, who is Executive Director, Trade Union Program, Harvard University. Mr. Golden had said at an APA meeting in 1946, "In my opinion the time has come when, instead of looking into the causes of conflict that we know and hear so much about, we ought to try to discover *how much peace there is and what makes peace*".

Personnel directors who have anything to do with union relations and contract negotiations will probably want the whole series of studies; others who deal with union members, have a part in grievance machinery, or who just want to be well informed in connection with one of the most interesting industrial research projects in recent years, will find at least this summary volume stimulating and valuable. The series of 15 studies, including "Planning Pamphlet No. 71", is available to NPA members at \$9; to non-members at \$12.50. Single copies are priced at 75¢ and \$1 respectively to members and others. Address National Planning Association, 1606 New Hampshire Ave., N.W., Washington 9, D.C.

Chapter V, "The Influence of Attitudes and Policies", may be especially interesting to personnel men. To quote a few passages:

"The most important psychological factors influencing the quality of a collective bargaining relationship are certain broad attitudes and beliefs possessed by the parties. Policy decisions as well as day-to-day actions reflect such attitudes. . . . A manager who believes that people in general

are lazy, untrustworthy, and antagonistic toward him will make very different decisions than a manager who regards people generally as cooperative, honest and friendly. A union leader who hates and fears all those in authority will deal differently at the bargaining table from one who regards managers simply as ordinary decent people. Such underlying attitudes are acquired bit by bit, on the basis of day-to-day experiences with people over long periods of time. Ultimately they become generalized and quite firmly fixed. . . . Despite our pride in being rational, we humans do not actually respond in general to 'the facts'. We respond to our perception of the facts as they are filtered through the screen of our attitudes and fears and hopes."

In the same chapter under "Management Philosophy" four attitudes on the part of management are said to have a profound effect on industrial peace. These are (1) positive acceptance of the union and of collective bargaining, (2) acceptance of the union as a "political" organization, (3) recognition of line responsibility for personnel administration, and (4) management attitudes toward workers. Under the third heading, this is said:

"A third fundamental attitude is top management's acceptance of personnel administration—the management of the human organization—as the 'top drawer' responsibility of every member of line as well as staff management. Successful human relations cannot develop so long as top management is willing to say of some line subordinate: 'He'll never learn how to

handle people, but he gets out the production'. Nor can healthy relations develop if management expects to dispose of the problems of personnel administration by delegating them to a staff department. The necessary attitude is one in which a high level of competence is demanded from all members of management in dealing with people, and in which those who cannot develop this competence are replaced. The problems of personnel administration among the companies represented by our *Case Studies* are quite naturally given equal importance with the problems of finance and of technical operation."

Under the 4th heading, "Management Attitudes Toward Workers", these passages stand out: "Healthy human relations require, on the part of management, genuine confidence in the potentialities of ordinary people. While it is seldom that management directly expresses this attitude, there is sometimes a tendency to regard management's skill and competence as a result, not of experience and training, but of inherent superiority. . . . Healthy human relations can only develop when members of management are willing to accept all levels of employees as members of the company team, as people like themselves with similar abilities and potentialities. . . . The subordination of the 'power drive' to other more humanitarian motives is an essential basis for healthy industrial relations."

This is one of the most worth-while books for personnel directors, especially for those dealing with union people, we have seen in a long while.

SERIOUSLY, the field of personnel relations is the most important phase of our industry, yet it was woefully neglected. . . . We are learning, the hard way, that the most elaborate machines, the most intricate production planning, the most intensive promotion, cannot produce a successful newspaper without the support and understanding of the men and women who, in the last analysis, create it."—George M. Neil, Business Manager, Philadelphia Inquirer, at the NPRA 6th annual conference.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

GROUP MANUAL DEXTERITY IN WOMEN. By Andrew L. Comrey and Gerald Deskin, The University of California at Los Angeles. *Journal of Applied Psychology*, Vol. 38, No. 3, June 1954, 178-180.

In this experiment the main object was to determine the extent to which performance of women on a group task could be predicted from a knowledge of how well they could do individually on a very similar kind of task.

Sixty pairs of women university students were given six trials on a modification of the Purdue Pegboard Assembly Task. Each girl worked on her own pegboard. After the six individual trials, one of the pegboards was removed, and the two girls worked together on one pegboard. On each assembly of pegs, washers and collars, the girls took turns in adding the next item. If the first subject finished one assembly, the second subject would begin the next, and in this way the functions were alternated each time. Six more trials were taken using this cooperative method.

Two similar experiments on manual dexterity in men had previously been made, and the results of all three are summarized in a table in this article. The results for women are very similar to the results for men. The most important fact that was discovered was that a surprisingly small proportion of the total variance on a group-performance task can be predicted on the basis of how well the team members can perform individually on what appears to be a similar kind of task.

These results suggest that there are other important behavior variables to be measured if we are to find out how well a person will perform in cooperative kinds of tasks. The authors do not try to analyze

this problem, but suggest the need for further research.

A METHODOLOGICAL STUDY OF CIGARETTE BRAND DISCRIMINATION. By Richard A. Littman, University of Oregon, and Horace M. Manning, University of Minnesota. *Journal of Applied Psychology*, Vol. 38, No. 3, June 1954, 185-190.

The authors suggest that many studies of brand discrimination of such products as colas or cigarettes are not conclusive because of errors of procedure or analysis. Random results do not justify the conclusion that differences do not exist, but may only indicate that the methods used were not applicable to the specific situation. Discriminatory ability in this sort of study may be a function of test procedures as well as test materials.

The present report is largely a discussion of method. The use of a recognition judgment and an affective (like-dislike) judgment are compared.

A total of 246 college men and women who were regular cigarette smokers were divided by alternation into two groups. Members of one group made a recognition judgment and the other a like-dislike judgment. Camel, Chesterfield, and Lucky Strike cigarettes were used, since these were found to be the most popular in the group as a whole. The brand names were obscured.

Both recognition judgments and like-dislike judgments were made with better than chance accuracy. The like-dislike judgment seemed to be slightly more sensitive than the recognition, but not significantly so. The authors feel that the use of an affective judgment in problems of discrimination should be studied further.

PRODUCTIVITY, EMPLOYEE ATTITUDE AND SUPERVISOR SENSITIVITY. By Bryant F. Nagle, Purdue University. *Personnel Psychology*, Vol. 7, No. 2, Summer 1954, 219-233.

This study was carried out in a large industrial concern by asking 223 office workers in 14 departments to fill out attitude questionnaires. The productivity of the different departments was measured by a combined rating of six executives. Supervisor sensitivity to employee attitude was measured by having the supervisor predict how his employees would answer the questionnaire.

The conclusions of this study emphasize the crucial importance of the supervisor in determining the productivity of a department. There was a very high relationship between the attitude toward the supervisor and the rated productivity of the department. It is suggested that if the employee reacts unfavorably to the supervisor, he is likely to react unfavorably to the supervisor's attempts to obtain production.

The more highly regarded supervisors were found to be more sensitive to their employees' attitudes. This supports the idea that "the better you understand people the better you can get along with them." If this sensitivity to the attitudes of employees is one of the basic factors in better leadership, perhaps it should be emphasized more in the selection of supervisors.

THE FORCED-CHOICE TECHNIQUE IN SELF-DESCRIPTION. By Edwin E. Ghiselli, University of California. *Personnel Psychology*, Vol. 7, No. 2, Summer 1954, 201-208.

Various attempts have been made to predict job proficiency by the use of personality tests, but the results have not been very successful. What is needed for employment purposes is some kind of personality test that cannot be faked and is easily and objectively scored. Mr. Ghiselli suggests that the forced-choice technique offers

one promising solution. This method has been used successfully for various types of ratings, but little use of it has been made for purposes of personnel selection.

The forced-choice technique consists of a series of items that are equal in social desirability, but which differentiate the applicants in terms of some criterion. Typical alternatives are:

—Efficient

—Intelligent

—Sometimes I get badly flustered and jittery.
—I don't have the push required.

The alternatives are presumably equally attractive answers, and hence it is believed that faking of answers is eliminated or greatly reduced. If the alternatives are desirable traits, the individual is told to check the one that best describes him. If the alternatives are undesirable, he checks the one that least describes him.

The social desirability of the descriptions is called preference value. This aspect of the construction of such a personality scale presents a number of problems. For example, it is probable that preference values will vary with different classes of individuals.

A scale of 64 items was developed and administered to groups of supervisors, office workers, and factory workers. The scale was found to give fairly adequate validity. A great deal of work still needs to be done, but the results so far indicate that this may be a very fruitful approach to the construction of a personality test which will be useful in personnel selection.

ATTITUDES TOWARD OLDER WORKERS. By Wayne K. Kirchner and Marvin D. Dunnette, University of Minnesota. *Personnel Psychology*, Vol. 7, No. 2, Summer, 1954, 257-265.

This article describes the development and use of an attitude scale aimed at measuring objectively the attitudes toward employment of older employees. The scale

used consisted of 24 items which were selected from an initial pool of 57 statements. It had been tried out in industrial situations and found to be both reliable and valid.

The attitudes toward older workers of employees in an ordnance plant producing naval equipment were measured by this scale. Results from the use of the scale indicate that the age of the respondent is the primary variable in determining the attitude toward older workers. Older employees tend to have the higher scores, or the more favorable attitudes toward the hiring of older workers. Supervisors were found to have less favorable attitudes as a group than the rank-and-file employees did toward the hiring of older people. This was true in

spite of the fact that the supervisors had a higher mean age than the rank-and-file employees. There was some indication that the relative age of a person in his work group may determine in part his favorableness toward older employees. Perhaps work groups made up of members who are all about the same age would lead to more satisfaction with the job and to better production.

The less favorable attitude of supervisors has been brought out in other similar studies. The authors suggest the need for further study of the motivations behind these lower scores for supervisors. Perhaps supervisors need to have explained to them the individual differences in people—particularly in older people.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION, founded in 1944, has celebrated its tenth anniversary. There was a cake with ten candles, and a certain amount of nostalgic "remembering when". Want to take a look at the NCTDA? Want to see how the record of your association stacks up with theirs?

In January 1947 the organization changed its name from Bay Area Trainers' Council to California Training Directors' Association. In June 1947 the first all-day conference was held. In January 1948 the constitution and by-laws were adopted. In May 1949 the association became affiliated with the American Society of Training Directors. The *CTDA Bulletin* was started in September 1949. A panel of CTDA members took part in the program at the ASTD National Conference in Chicago in March 1950. In October 1951 the first western re-

gional conference was held. In the spring of 1952 the first CTDA workshops series was given. The 8-minute speaker idea was introduced at this time, too. In January, 1954 the name was changed to Northern California Training Directors Association; a business films show was held in the spring.

Some points of interest: a vice president serves as program committee chairman. Ten monthly chairmen work with him. A second vice president handles the work of the membership committee. The complete list of chairmanships is as follows: reception, budget and audit, program, membership, publicity, workshops and research, historical records, placements, professional standards.

The organization now has 100 members. The new president is William Read. Betina Tracy is first vice president, and Lou

Kissinger is second vice president. As to finances; the total cash balance is \$2090.55. Typical expenditures were \$153 for stationary and printing; \$310 for printing and mailing the bulletin; and \$220 invested in a filing case and mimeograph machine.

Carter Camp, chairman at the 10th anniversary meeting, made a statement about the future which was reported in the bulletin I have. He said that the future work of the organization is clearly indicated by trends that are now evident. These concern production, leadership and the science of people. He said that we now have the maximum number of workers available from our present population. Any increase in production must come from some other source than number and skill of workers. This source is the will to work. The will to work is not learned through individual instruction. It stems only from incentives that the supervisor provides. In order to increase the worker's will to work, all levels of supervision must acquire skill in human relations.

How does the NCTDA organization compare with yours? When's your birthday and how old are you? What are your problems? Tell us about your group, and let other readers take a look at you. How about it?

BAY AREA PERSONNEL WOMEN, SAN FRANCISCO, have announced the election of new officers. Margaret C. Ritchie, assistant to the director of industrial relations, department of industrial relations, State of California, is the new president. Ruth Harper, assistant personnel manager, California Packing Corporation, San Francisco, is the first vice president. The treasurer is Ruth P. Wenzel, assistant chief clerk, Federal Reserve Bank of San Francisco. The secretary is Dorothy Kerr, personnel interviewer, Swett and Crawford, San Francisco.

THE PERSONNEL MANAGEMENT ASSO-

CIATION OF SAN DIEGO recently asked themselves, when do personnel people need to call for help? Where would you send an employee whose marriage is coming apart, and who wants help on what to do about it? Where would you send a father who wants to know what to do about a son who is getting into more and more trouble? Who will know whether Mrs. Jones and her brood are eligible for help under an aid-to-needy-children program? Can Mr. Smith's aged mother go to the county hospital for her operation or not? What can you do about Suzie Doe, whose husband's Navy check hasn't come through and who is being pursued by aggressive creditors? The questions were answered by Charles T. G. Rogers, chief probation officer of San Diego County, John Mueller of the welfare department, and Edgar Brown of the community welfare council.

THE INTERNATIONAL ASSOCIATION OF PERSONNEL WOMEN reports on a survey of preferences in subjects for research and information. Subjects listed, in order of preference, are: counseling, interviewing, supervisory training, merit rating, recruiting, testing, communications, absenteeism, employee training, employee orientation, induction procedures, and employee opinion polls. Inasmuch as counseling took the number one spot, research has already been started on this subject. The director of the counseling center of Stanford University is preparing a work guide for counseling especially for members of the association.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION has announced publication of the *Western Personnel Management and Industrial Relations Directory*. The directory lists more than two thousand executives in charge of personnel management and labor relations in west coast companies and western branches of national firms. The listings include name, title, company, address and telephone number. The price is

five dollars and the book can be ordered from the association at 2180 Milvia Street, Berkeley 4, California.

(Editor's note: What!—all California? Anyhow,

this should ensure a warm reception for the assistant editor and me when we make our annual pilgrimage there in October. But seriously, aren't associations elsewhere doing newsworthy things? Please keep us informed. Ned Hay.)

Attending the Conferences and Courses

WANT AN ASSIST IN EXECUTIVE DEVELOPMENT? Cornell is offering a four-week program of human relations in administration designed to complement the work being done by individual companies. Programs for effective executive leadership will be presented by the New York State School of Industrial and Labor Relations at Cornell, February 6 through March 4, and May 8 through June 4, 1955.

The course provides four weeks of concentrated study of executive management with special emphasis on human relations in administration. Cornell faculty and prominent leaders in industrial and labor relations conduct the course. Participants are limited to twenty, with not more than two from any one concern. A fee of \$750 payable on acceptance covers cost of instruction, books, materials, field trips, five luncheons, and two dinners a week. Costs of other meals and hotel expenses will be met by the participant or his company.

Specific objectives are: to establish a clear picture of executive functions, responsibilities, and relationships; to identify the "people problems" that are met in carrying out duties and responsibilities; to improve ability to analyze problems and take appropriate action; to extend and improve working knowledge of human motivation and human relations; to develop skill in communications and a more effective use of executive time; to improve skill and comprehension in reading.

The program concentrates both on the dynamics of real situations and on broad problems which cut across departmental

and other lines. It emphasizes constructive leadership and its dividends of greater productivity and improved morale.

TRAINING IN BUSINESS AND INDUSTRY was the subject of the 12th annual conference sponsored by Purdue University in cooperation with eight midwest chapters of the American Society of Training Directors. Alex F. Osborn, author and advertising executive, spoke on developing imagination. Concurrent discussions were held on how to evaluate training programs; executive leadership; and how to train in work simplification. John Marshall of Sears-Roebuck spoke about his company's program for employee economic education. Thomas G. Ayers of Commonwealth Edison at the dinner meeting spoke on the relationship of management functions to training. Summaries were made at the final session and Dr. Paul J. Mundie, consulting psychologist, described the development of personal effectiveness.

A CALENDAR OF EVENTS listing meetings through February 1955 has been prepared by the *American Management Association*. The calendar shows conferences on finance in New York, November 3-5; on insurance in Chicago, November 10-12; and on general management in Los Angeles, January 24-27. A number of four week management courses are offered in New York. A wide variety of orientation seminars are also listed. These seminars are refreshers in fundamentals of manufacturing, personnel, general management, marketing and supervisory development, for groups of

35. Workshop seminars for groups of 15 are conducted on many of the same subjects.

COURSES OF INTEREST TO PERSONNEL PEOPLE are being offered by *New York University's Management Institute*. The curriculum for the fall semester includes courses on development of executive ability; effective business writing and communications; speech for executives; applied management for foremen and supervisors; human rela-

tions for foremen and supervisors; principles and procedures of personnel management; personnel interviewing; job analysis and evaluation; employee relations; personnel selection and techniques; psychology of employees in business and industry. Five courses on office systems and procedures and three machine-accounting courses are also being given. The Management Institute is part of the NYU Division of General Education, 1 Washington Square North, New York 3, N. Y.

What's New in Publications

IS IT POSSIBLE TO TEACH INDUSTRIAL RELATIONS IN HIGH SCHOOL? Is it desirable? And if so, how can it be done? These are some of the questions dealt with in a new bulletin published by the University of Illinois Institute of Labor and Industrial Relations. *The Social Studies Teacher and Industrial Relations*, is the title of the bulletin, No. 22 in the reprint series. The authors are Ralph E. McCoy, librarian of the institute, and Ralph A. Brown, chairman, social studies department, State University Teachers College, Cortland, N. Y. They believe that when highschool social studies teachers become convinced of the urgency, to the preservation of our way of life, of wide understanding of the patterns of industrial relations, they will begin to do two things. First, they will start developing their own competence in this area. Second, they will look for methods of transferring these newly acquired attitudes and understandings to their students. The article goes on to suggest teaching opportunities and classroom projects.

Labor's Influence in Foreign Policy, is another reprint in the same series. It is written by Murray Edelman, associate professor of political science and labor and industrial relations at the University of Illinois. Ruth Alice Hudson, assistant professor of sociology, and Hjalmar Rosen,

assistant professor of psychology at Illinois, have contributed a third bulletin, *Union Political Action: The Member Speaks*. The article reports on the results of research into the attitudes of members of a large midwestern union. The authors conclude that the conflict of opinion as to the propriety and effectiveness of union political action is as marked among rank-and-file union members as among persons outside of the labor movement. The bulletins are published seven times each month by the University of Illinois, and are available from the Institute of Labor and Industrial Relations, 704 South Sixth Street, Champaign, Illinois.

THE PURPOSES, PROBLEMS, AND OBJECTIVES OF THE ADMINISTRATION OF EMPLOYER-EMPLOYEE RELATIONSHIPS ON THE CAMPUS are explored in *Personnel Administration on the Campus*, by Donald E. Dickason. Mr. Dickason is the director of the University of Illinois Office of Nonacademic Personnel and of the University Civil Service System of Illinois. In 24 mimeographed pages he describes how to develop a policy and set up a working organization. He also outlines effective administrative practice in some detail. Labor unions, collective bargaining, employee relations, and the academic staff are discussed. He concludes that higher

education cannot reasonably do less for its employees than business and industry do, and that it should often do more. Mr. Dickason says that there are certain matters which call for thoughtful attention: specific security programs; sounder salary administration; sounder promotional policies; better training for present jobs as well as for future promotion; and a stronger sense of participation. No longer can education and business differ in the way they meet these problems. Copies of the publication may be ordered from the author at 809 South Wright Street, Champaign, Illinois, for \$2 each.

COLLEGE AND UNIVERSITY PERSONNEL WORK is further discussed in a 131-page mimeographed publication by Wilber Donald Albright of Sacramento State College. This book is also being circulated by Mr. Dickason, in his capacity of executive secretary of the College and University Personnel Association, at the address given above. The price is \$2.50. The title of this more complete work is *A Study of Personnel Practices for College and University Office and Clerical Workers*. The book is divided into two sections. The first is a study of personnel policies and practices for office and clerical workers in ten selected institutions of higher education and two non-education institutions. The second section consists of recommendations for personnel policies and practices in colleges and universities. These recommendations include a plan of organization for administering the non-academic personnel; for improved communication; recruitment; selection; orientation; and training.

A MOTION PICTURE TO HELP TRAIN BUSINESSMEN IN THE ART OF LEADING A CONFERENCE has been produced by the General Electric Company's Education and Training Services Department in conjunction with Henry Strauss and Company. The 30-minute, 16 mm. film is titled *All I*

Need Is a Conference. It is being distributed, with a training manual and a booklet on conference leadership to make a complete training package, through the Strauss Company. The film dramatically presents a basic business problem—production delays resulting in cancelled orders—and its solution through a conference of supervisors. In the situation pictured some of the men are preoccupied with their own problems; others have much to say but little to suggest; some are too shy to speak up; others are frankly antagonistic. The conference leader is shown using the skills which help these men reach a solution to which all will agree because all have participated in forming it. Further information may be had from Walter V. Bennett, Public Relations, General Electric Company, 570 Lexington Avenue, New York.

THE SELECTIVE PLACEMENT PROGRAM FOR THE PHYSICALLY IMPAIRED used by the Air Force is described in a new pamphlet, *Physically Handicapped at Work in the Air Force*. Convincing pictures of handicapped employees at work illustrate the booklet. The story behind the Air Force program to utilize skills of the handicapped began with World War II. For the first time they were being recruited for civilian positions in large numbers. These persons made a big contribution during the war and, after the war, surveys showed that they were safety-conscious and dependable, able to meet, and even exceed normal production standards. These surveys proved that in peace as well as war it was good business to employ such workers. The Air Force has found that, besides a good personnel philosophy, a successful program for the employment of the handicapped requires that 1) personnel staff be trained in the proper recruitment and placement of the employees; 2) physical requirements for jobs be carefully established; guidance be given to supervisors; 4) there be systematic follow-up and evaluation; 5) accomplishments

of individuals as well as the over-all program be publicized as a demonstration to get continuing acceptance. The booklet came to us from Jack Pockrass, chief, placement and employee relations division, directorate of civilian personnel, Department of the Air Force, Washington 25, D.C.

AUDITING YOUR MANPOWER MANAGEMENT, is the title of a new bulletin published by the Industrial Relations Center, University of Minnesota, at Minneapolis. The authors are Dale Yoder, Herbert G. Heneman, Jr., and Harland Fox. The triple audit is at once a research design and an evaluative and diagnostic device having immediate applicability and usefulness. This bulletin explains how the triple audit helps to improve industrial relations in the firm. The triple audit applies tested, standardized yardsticks to current industrial relations programs. It includes a clinical analysis of findings by the research staff of the Industrial Relations Center to discover possibilities for immediate improvement. The continuing flow of detailed information provided by audits helps to build better understanding and continuous improvement in industrial relations.

THE NEW YORK STATE DEPARTMENT OF CIVIL SERVICE has sent us a handful of new publications. *Civil Service Administration in the Empire State* is a report on the changes that have taken place during the past seven and a half years as a result of efforts to meet the need for a more efficient public service in the state. It is the record of the growth of a modern public personnel agency. The 28-page booklet is attractively illustrated with photographs and sketches. Two recruiting pamphlets make an effective appeal to youngsters starting their careers. *Is There a Job For Me in New York State Government* is slanted toward highschool students; *Careers for College Graduates in New York State Government*, is for college students. *You and Your Job* is a neat, pocket-size booklet, prepared

for new employees of the Village of Arcade, New York. Small but clear sketches liven the script, and there is a chart showing the organization of the village government. *New York State Personnel News* is a monthly news letter of four pages, also put out by the department. An unusual feature in this publication is a cartoon series titled "Freddy." One cartoon pictures Freddy living up to the advice: keep your eye on the ball, feet on the ground, stay on your toes, put your shoulder to the wheel, keep your ear to the ground, don't stick your neck out, keep your nose to the grindstone, keep your chin up, keep your fingers crossed, put your back into it. The cartoon proves that the maxims are anatomically possible.

Periodicals

VALUABLE SOURCE MATERIAL ON INDUSTRY AND LABOR appears in the journal of that title published by the International Labor Office in Geneva. The print is fine and the footnotes frequent but the information is important. A recent issue reports on social and economic policy in France and Uruguay; industrial relations in Belgium; manpower in Japan; migration; conditions of work in Bolivia and Spain. The International Labor Organization is an inter-governmental agency with 66 countries as members. Representatives of governments, of management and of labor organizations participate in its work. It was established in 1919 and was affiliated with the United Nations as a specialized agency in 1946. Its purpose is to promote social justice over the world. To this end it collects and disseminates information about labor and social conditions, formulates international standards and supervises their national application. It also engages in operational activities and provides technical assistance in carrying out social and economic development programs.

A SERVICE OF THE NATIONAL CONFERENCE OF CHRISTIANS AND JEWS is the

publication of a mimeographed news sheet: *Highlighting Human Relations in Business and Industry*. One of the news items says that identification badges at Lincoln-Mercury Division, Ford Motor Company, have been redesigned to display employees' names in large type with their numbers less conspicuous. The idea, of course, is that people like to be known by name rather than number. Another item states that General Electric's research program in employee relations is a prominent feature of G.E.'s 1953 report. Behind the whole G.E. human-relations program is "the goal to have every manager, at every level, try his best to visualize the point of view of the employee, to show his respect for the employee's dignity, to give the employee a valid sense of significance, participation, and pride in important things going on at General Electric."

STANDARDS OF TRAINING PERSONNEL ARE OUTLINED in detail in a recent number of the *Journal of the American Society of Training Directors*. The statement is the work of the committee on professional standards of the society. The statement is composed of several parts: the nature of education and training; the responsibilities of training personnel; ethical principles of training personnel; and personal factors. The purposes behind the evaluation are 1) To create an atmosphere of closer relationship between individuals who perform the functions of education and training; 2) To establish a guide by which persons engaged in education and training may govern themselves; 3) To stimulate growth in technical competency, breadth of understanding and scope of services; 4) To demonstrate that

this occupation is, in every way, a profession and that those who are engaged in it are aware of the obligations entailed upon them by belonging to it. Requests for information about subscriptions and advertising should be addressed to the Business Manager, the Journal of the American Society of Training Directors, 2020 University Avenue, Madison, Wisconsin.

RECRUITING PATTERNS AND THE FUNCTIONING OF LABOR MARKETS are described in an article by F. Theodore Malm in the *Industrial and Labor Relations Review*. The review is issued quarterly by New York State School of Industrial and Labor Relations at Cornell University, Ithaca, New York. Mr. Malm is assistant professor of business administration, and assistant research economist in the Institute of Industrial Relations, University of California, Berkeley. The article is based on a study of employer hiring practices in the San Francisco Bay Area. The results of the study indicate that no single method or channel of recruitment is predominant in the area. Recruiting methods are adapted to the circumstances faced by employers in locating various types of job applicants. Unions serve as an important source for manual workers, private employment agencies for white-collar employees, and the public employment services may fill jobs of many types. This specialization of agencies by types of jobs to be filled reflects the stratification of the labor market. It seems doubtful that any one local agency could serve as a "grain exchange" for labor, although a strengthening of the public employment service would probably help both employers and job applicants.

Looking Over the Employee Magazines

HAMMERMILL PAPER COMPANY, Erie, Pennsylvania, has sent us several copies of its employee magazine, *The Hammermill Bond*. The magazine is an outstanding

example of the "big slicks" in house organs but is not so flashy as some in the group. There is no color art work, and there is nothing unusual about the paper, though

paper is the company product. The size is also average; there are sixteen $8\frac{1}{2} \times 11$ " pages. The striking thing about the *Hammermill Bond* is the immediate impression it creates of a sincerely warm and friendly company. You don't have to read the masthead to know that this is a magazine "by and for all the people of the Hammermill Paper Company."

How is the impression created? It begins with the cover. The cover of each issue is completely devoted to a picture—a good one—of an employee in action. The action may be related to the season or to the company, but the model is an employee. One cover pictures a father, his baby daughter, and income tax blanks. The month, of course, is March. The gimmick was that the baby was born just too late to count as an exemption for the current year. April shows an employee modelling a new spring hat. June–July uses a picture of an employee greeting teachers who toured the plant, and February has a picture taken during a TV show about the company.

The TV show is described in detail in the issue, accompanied by pictures of the "more than half-hundred" employees who participated. The show was in two parts, and the first half-hour section was devoted almost exclusively to Hammermill people. On the program was a family group, the glee club, the service honor roll, members of clubs and bowling leagues, and representatives of the Good Neighbor Fund, Credit Union, three labor unions, and many Hammermill people active in community life.

There are thirty to fifty pictures in each issue, all of employees, many of them in action. The activities of the employee clubs get good coverage. Five employees who received promotions during the month get a full page of congratulations, with stories about their careers, and a flattering studio-type picture of each individual. Half the magazine—not just the back page—is devoted to news of employees in the various

departments. To accomplish this there are twenty-three department reporters, all listed on the masthead.

One of the most effective safety campaign ideas I've seen is a picture of 28 accidents that didn't happen. Vividly posed by bandaged employees who attended a safety meeting, the picture shows the results of accidents that happened in 1952, but *didn't* happen in 1953, due to extra care and precautions.

The Hammermill Bond is published by the Industrial Relations Division of the company. The editor is John H. Arnold. I like the double meaning in the magazine name.

FIVE OTHER MAGAZINES in a class with the *Hammermill Bond*, that came across the editor's desk this month, are: *The Visiting Fireman*, published by Fireman's Fund Insurance Group of California; *Crosstalk*, published by the West Coast Telephone Company; *Ten J News*, published by the Federal Reserve Bank of Kansas City; *Texins*, published by Texas Instruments Inc., of Dallas; and *The Standard Oiler*, published by the Standard Oil Company of California.

The size of these magazines ranges from twelve to twenty-six pages. There are thirty to forty pictures in each issue, and all but one use some color in the make-up of the magazine, but no colored pictures. *Crosstalk* lists an editor, an assistant editor, and fifteen associate editors. The *Visiting Fireman* has an editor and ten correspondents, some of whom double as staff photographers. *The Standard Oiler* names only an editor and assistant editor. The *Ten J News* has an impressive masthead which carries a long list of reporters and photographers from the four branch offices, and names, besides the editor, one associate editor and four assistant editors, one for each branch. *Texins* has an editor and five contributors of departmental news.

That's a start. If you're interested in further comparisons, *Personnel Journal* would

be delighted to offer you a forum. How many branches, and how many employees does your magazine serve? What kind of staff do you have? What sort of budget? What are your big headaches, your most heady triumphs? Want to talk it over?

CORNELL AERONAUTICAL LABORATORY, Buffalo, New York, publishes an eight-page news-magazine, the *Lab League*. It is issued once a month. The pages are divided into three columns, with headlines, in the conventional news format. The pictures in this sheet are very good, clear and sharp. The magazine is printed on coated paper and makes a good appearance. There are two or three column-long news stories about employees. One is about an employee mountain-climber, another of an employee who had an adventure sailing, another about an employee with an interesting hobby. A longer feature is a biography of the Materiel Manager. The director (and that's a different title!) of the *Lab League News* is Nat Stimson, and the editor is Bob Balme. Also listed are advisory editors, an associate editor, staff reporters, photographers, a sports editor and an art editor.

THREE OTHER EMPLOYEE PUBLICATIONS USING THE NEWSPAPER FORMAT, all men-

tioned before in these pages, are: *Lab-oratory*, published by the Jet Propulsion Laboratory, California Institute of Technology, Pasadena; *The Cannoneer*, published by the Cannon Electric Company, Los Angeles; *The Liberal Lite*, published by the Liberal Market, Inc., Dayton, Ohio. These three use 8½ x 11" pages, and are in the shape of a magazine, but use a newspaper layout. The following news sheets are larger, and look more like newspapers: *The Skyliner*, published by the Trans World Airlines; *The Aluminator*, published by the Aluminum Company of America's Lafayette, Indiana, plant; *Saco-Lowell News*, published by the Saco-Lowell Shops, Biddeford, Maine; and *The Bendix News*, published by the Bendix Aviation Corporation, Kansas City Division.

Most of these news magazines are printed on coated paper, but two use paper suitable for offset. The number of pages varies from four to eight. All use a number of pictures, and several carry cartoon strips which are eye-catching.

What determined the form of your employee magazine? The size of your company and the size of your budget are undoubtedly factors. Aside from these considerations you, as editors, might like to debate the advantages of the form you've chosen.

(Continued from page 162)

NOVEMBER

- 1-2-3 Cincinnati, Ohio. Hotel Netherland Plaza
American Society for Personnel Administration. 6th Annual Conference.
Convention Headquarters, P.O. Box 1696, Cincinnati 1, Ohio
- 4-5 San Francisco, Calif. Fairmont Hotel
Federal Personnel Council of San Francisco & Regional Director, 12th U. S.
Civil Service Region, 8th Federal Personnel Management Conference.
Evelyn C. Norman, Publicity Chairman, Corps of Engineers, U. S.
Army, 180 New Montgomery, San Francisco, Calif.
- 7-11 Miami Beach, Fla. Hotel Casablanca
Civil Service Assembly. Annual Conference on Public Personnel Adminis-
tration. 1313 East 60th Street, Chicago 37, Ill.
- 18 Chicago. Conrad Hilton Hotel
National Industrial Conference Board. General Session. 247 Park Avenue,
New York 17, N. Y.

HELP WANTED

TECHNICAL PERSONNEL MAN: Large research and development laboratory seeking personnel administrator. Engineering or science background desired; preferably technical undergraduate degree plus graduate work and/or experience in personnel field. Age range 35-45. Position emphasizes personnel activities rather than industrial relations, and is largely concerned with hiring, counseling and appraising engineering and science graduates through Ph.D. level. Reply Box 298.

PERSONNEL MANAGER: Nationally known company now making plans for expansion. Opening in Charlotte, N. C. for an outstanding, experienced, college-trained personnel manager (30-40). Opportunity to administer all phases of personnel administration. Advancement possibilities, salary, benefits, freedom to use initiative are unexcelled by any company. Reply Box 301.

EDITORS AND ASSISTANTS wanted immediately, for publications in the fields of personnel administration, supervisory training, general management. Editing, rewrite, some creative writing. Some pertinent background essential on top jobs, desirable on others. Applicants should discuss job goals, interest in fields involved. State salary. Highly respected, well-established organization in New York City. All applications will be held in the strictest confidence; our own people know about this advertisement. Reply Box 302.

POSITIONS WANTED

IN THE SOUTHEAST? Frankly, I like it here, too, but I'll be happier working in an all-around personnel program with mfr. of tangible products. 5 years Law practice, 2 yrs. group insurance, and other varied experience. Versatile. Can be of real value. Married, child, 32 years old, LLB degree, native Southerner. Salary open. Resume gladly sent. Reply Box 289.

ACCOUNTANT AND CLERICAL SUPERVISOR: Mature, painstaking, reliable, dignified, courteous, seeking new position with ethical firm. Prefer small city, northern part of U.S. Minimum salary \$600. month. If you need a competent but unassuming gentleman please write Box 296.

PERSONNEL PSYCHOLOGIST: Recently released from active duty Graduate Officer's Personnel Management Course. Supervised four assistant psychologists in testing, interviewing, counseling, and processing. Interpreted findings of psychological instruments and techniques for Staff discussion and action Staff Consultant. Supervised organization employing over 30 persons engaged in administrative and processing matters Degree: BS in Psychology. Legal background: 2 yrs. Law school. Writing Ability. Age 26, single, living in North Florida, will relocate and travel. Available now, desire responsible position in progressive firm. Especially interested in areas of: Personnel, Ind. Rel., Research, Counseling. Full resume and recommendations on request. Reply Box 297.

PERSONNEL ASSISTANT:- OFFICE MANAGER: B.S. Business Education, Texas Christian University. MBA degree Personnel Syracuse University. 6 years experience including 4 years military service. Age 35. Willing to relocate. Resume on request. Reply Box 299.

INDUSTRIAL RELATIONS: Four (4) years experience in all phases of field. Manager $2\frac{1}{2}$ years for precision metal working company of 400 employees. Presently in staff position with major company, but desire more challenging position with another small or medium sized manufacturer. Prefer position with variety. Married, age 29, I.R. degree. Resume Reply Box 300.

INDUSTRIAL PSYCHOLOGIST: 3 years experience in testing counseling, guidance, placement and research. 3 years experience in industrial training, planning, organizing, and teaching. M.S. degree. Age 33, married, 2 children. Reply Box 303.

DESIRE HUMAN RELATIONS POSITION including selecting and orienting new employees, supervisory training, employee information and activities, safety, counseling and group meetings. 8 years experience in related fields. B.S. in Education. Age 33, married, two children. Reply Box 304.

OPPORTUNITY IN PERSONNEL OR RELATED WORK desired by young married veteran, presently employed. '50 graduate BSBA with personnel major; two years experience as office manager; $2\frac{1}{2}$ years in purchasing with major oil company. Willing to consider any offer. Interview can be arranged. Reply Box 305.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 6

Contents for November, 1954

<i>Conference Calendar</i>	202
<i>Editor to Reader</i>	203
<i>Articles</i>	
It Pays to Know Your Man in Contract Negotiations.....Edward Peters	206
Ways to Select Supervisors.....Milton M. Mandell	210
Grow Your Own Generalists.....James A. Drain	214
What Kind of Person Is the Union Committeeman?.....Thomas C. Kent	217
Engineers Can Be Used Better.....H. Jerry Lavender, Jr.	219
<i>Just Looking, Thank You</i>	223
<i>Books Reviewed</i>	226
<i>Personnel Research</i>Reviewed by Margaret W. Moore, Ph.D.	228
<i>Across the Editor's Desk</i>Gleanings by Dorothy Bonnell	
With the Local Personnel Associations.....	230
Attending the Conferences and Workshops.....	233
Appointments and Promotions.....	235
What's New in Publications.....	236
Looking Over the Employee Magazines.....	239
<i>About the Authors</i>	209
<i>Help Wanted and Positions Wanted</i>	240

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

NOVEMBER

- 18 Chicago. Conrad Hilton Hotel
National Industrial Conference Board. General Session. 247 Park Avenue, New York 17, N. Y.

DECEMBER

- 8 East Lansing, Mich. Michigan State College. Union Building
Michigan State College. 16th Workshop Conference. Herb Auer, Information Services, Continuing Education, Michigan State College, E. Lansing, Mich.

JANUARY

- 13-14 Cleveland, Ohio. Carter Hotel.
Cleveland Personnel Association. 14th Annual Northern Ohio Personnel and Executive Conference. B. F. Doyle, Asst. Manager, Information & Statistics, The Cleveland Chamber of Commerce, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 20-21 New York, N. Y. Hotel Astor
National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.
- 24-27 Los Angeles, Calif. Statler Hotel.
American Management Association. General Management Conference. American Management Association, 330 W. 42nd Street, New York 36, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

FORTUNE MAGAZINE HAS PUBLISHED another popular article called "The Fallacies of 'Personality Testing' ". The author is a journalist, and a good one. To his credit, it must be said that he has gained an excellent understanding of his subject.

His thesis is that the use of tests in industry is spreading rapidly, particularly so-called personality tests, and he submits some material indicating the limited validity of such tests.

It is unfortunate that many consulting psychologists and many personnel people are using tests—on executives as well as on other people—because this piece-meal way of appraising human beings is inadequate. Without going into the details of the story, it is enough to say that the author has set up a straw man and very effectively knocked him down again.

I say "straw man" because the most effective method of appraising executives does not depend primarily upon tests. The adequately trained industrial psychologist depends as much upon the interview as he does upon the tests, and he will in addition have the benefit of indications provided by projective techniques. In short, effective psychological analysis requires:

1. An understanding of the requirements of the job.
2. A review of the performance of the individual over the past.
3. Measurement by tests of those things which lend themselves to measurement, such as mental abilities.
4. Extensive and skillful interviewing.
5. A statement from the individual of his own aims and aspirations.
6. A rounded summary of the "whole man", drawing on all sources available for this purpose. Test scores receive such weight as their proven validity entitles them to.

In short, I agree with Mr. Whyte about the fallacies of personality testing, but submit that he is criticizing a method of executive appraisal which has already demonstrated its limitation and which is falling into disrepute.

IF YOU HAVE THE TIME AND INCLINATION one of these days, I'd like nothing better than to have you drop us a line about what *you* think of *Personnel Journal*. Did an article in a recent issue particularly appeal to you; if so, why? Did you consider another article a waste of time? Again, why? In general, how can we make the magazine more interesting and helpful to working personnel men and to other executives who are concerned with the personnel function?

A good friend in a large office made a P.J. opinion survey among his associates just the other day. It's too much to expect many such friendly gestures, and I am not suggesting it. But you'll be interested in some of the comments he picked up, like these:

"I read it selectively, not cover to cover. An above-average trade magazine."

"I'm not an enthusiastic fan, but find it sometimes has an item of timely importance. Rated o.k. with other journals in the field."

"Articles present many ideas for consideration and specific development. Book reviews provide leads on published material in our field. I like the magazine."

"My reading of this publication consists of reading all the headnotes on the articles, and an average of one entire article per issue. I like the format and the type of articles usually included. . . ."

The most commendatory comment was read by the editors with mixed emotions. Said one reader: "I find the *Personnel Journal*

the best in the personnel field. It contains articles that come closest to meeting day-to-day operating situations. Some of the home-spun philosophies are improfessionally written, however—sort of ‘corny’.”

I expect he's right—and hope to keep it that way! Let me have your opinion. I'm not asking for bouquets; make it brick-bats if you're so inclined.

“WHY ARE YOU WORTH MORE if your job requires dealing with labor unions than if it does not?” Take time to answer this question. And, in what follows, don't hold me to precise definitions of the terms I use; don't be too technical.

In a very general sense, the term “industrial relations” was coined when labor problems were coming to the fore. I don't know who invented the name, but it seemed appropriate where labor was making its presence felt in a way that did not occur in white-collar groups.

Typically, the Industrial Relations Director of today is responsible for labor and union relations, whereas the Personnel Director usually is not. In most manufacturing industries the job carries the title “Industrial Relations Director”—or something of the kind. In insurance, finance and government, where labor organizations are the exception, the job usually bears some variation of the title Personnel Director.

It is true that in recent years there has been some swing away from the title “Industrial Relations Director” as the top one even in industry. A good many companies now employ a title like Director of Personnel Administration, Vice President of Personnel, and Vice President of Industrial Relations. Titles vary so much between organizations which deal with labor unions that they no longer identify the jobs exactly. For example, a good many companies employ the phrase *Personnel Administration* instead of *Industrial Relations*, even though they deal with many unions.

However, let us return to the original

question. Obviously, the general feeling is that the “industrial relations director” must be worth more money because he has to deal with labor unions; what accounts for this feeling?

I think the answer lies not in the difficulty of the task but rather in the responsibility attached to it. By responsibility in this sense, I mean that the consequences of failure are so much greater in dealing with labor organizations than in jobs where this is not required, that the pay is correspondingly higher. Actually, a top-flight man dealing with all aspects of personnel administration except labor relations faces a more complex and varied task than one who deals only with labor unions. At the same time, the responsibility is not nearly so great, since the consequences of failure are not so immediate nor so far-reaching.

Failure to deal effectively with the labor union will mean increased costs in many directions. We are witnessing currently a number of large unionized companies which have succeeded in getting their unions to agree on substantial rate reductions in order to save the businesses from bankruptcy. Putting it the other way around, excessive rates may jeopardize the economic future of the company. Shut-downs are very expensive too, as witness the recent strike of pilots of our largest airline.

Perhaps I sound cynical in ascribing worth to a job where pressures are immediate and economically visible. Well, as a matter of fact, I am. The enlightened personnel director can contribute as much to the economic success of the organization—over a long period of time—as any key man in the organization. But people generally are not very long-sighted, the distant gain is hard to see, and is still harder to pursue persistently for a long while.

As one example, improved selection of workers is a very complex task. It is a sad fact that the average interviewer has but little more qualification for his task than

is possessed by many other persons in the organization. When aptitude and ability tests are used, the results automatically improve. It is again unfortunate that tests are not always used effectively. Motivation of workers is a subtle problem the key to which, generally speaking, lies in effectiveness or skill in the supervisory and executive staff. There are a score of ways in which the efficient personnel director backed by a wise management can contribute enormously to the economic well-being of an organization.

But he does not face any very urgent pressures. A poor interviewer cannot shut the plant down, but a disgruntled labor leader can. Consequently the man who deals with labor leaders is paid better than the man who deals with other aspects of the employee relations function. Maybe this is as it should be.

The lesson in this—if you have read this far—is to qualify yourself in the field of labor relations if you want to rise to the highest level of responsibility and salary. This is a goal which can be pursued successfully by most really competent workers in the field. Those who are inclined to analytical effort, or who are not comfortable in difficult relationships with many people on all occasions, would probably be better advised to avoid labor relations.

It takes far more sheer brains to be a good personnel director than it does to be a good labor relations director. The latter job, however, requires human skills in a very much higher degree than that of the personnel director. The top flight all-around worker in employee relations will be the man who can work effectively with labor problems and who also has the brains and breadth of reach to deal with all other aspects of personnel administration.

I SUPPOSE I MAKE MY SHARE OF BAD GUESSES, but my prediction last December that Jim Mitchell would make an excep-

tionally good Secretary of Labor seems to have worked out.

An article in the September 11 issue of *The Saturday Evening Post*, "He Took Over the Cabinet Hot Seat", appraises Mitchell's performance during his first nine months in office and tells a good deal about the man himself. It traces his work experience from his start in a grocery store at \$15 a week at the age of 16, when his schooling was finished with his graduation from an Elizabeth, N. J., high school. One of his first jobs was with Western Electric as expeditor in 1926. He was transferred to the personnel department a few years later, after which his rise may be said to have been "meteoric". You saw the report of his "straight talk" before an AFL convention in September, which was additional proof that he didn't get where he is by pussyfooting, or currying favor.

Jim Mitchell's career demonstrates again that "the sky's the limit" for a good personnel man. Young fellows just starting out in personnel work will be inspired by Mitchell's story; it will lift their sights. I heartily recommend that they look it up.

LAST MONTH I COMMENTED WITH TONGUE IN CHEEK about oldsters succumbing to boredom soon after being retired, pointing to a gentleman who had retired at 80 and died at age 103. Here's an item from the NAM's Industrial Press Service, edited by Carl Helm. "For years a cafe owner in Prescott, Ariz., displayed a sign which read 'Credit extended to those over 80 accompanied by parents'. Recently, one H. P. Stratton, aged 82, walked in with his father, 107. Cafe owner gave them a free meal." As Carl says, it could happen!

Ned Hay

It Pays to Know Your Man in Contract Negotiations

By EDWARD PETERS, Conciliator

California State Conciliation Service, Los Angeles

IN THE course of several years as a California mediator I have never ceased to marvel at the enormous diversity in the collective bargaining characteristics and practices of the various industrial groups.

The bargaining practices of a group are influenced chiefly, I suppose, by the production and employment conditions of the work-place. But these are not the only major influences. The temperament of the men and women who are drawn to the industry and who make up the work-force plays a big part also. This temperament can deeply affect the conduct of the bargaining representatives in their over-all handling of negotiations.

Among such representatives none have interested me more than the negotiators for unions which are said to "wring the rag dry". Year after year they bargain with an aggressive intensity, seizing every advantage possible, never giving up on an issue, major or minor, until the possibilities for gaining it have been exhausted.

I am not referring here to unions which are compelled to bargain this way because of the tactics of the employer. I am thinking now of unions which, because of temperament or internal considerations, go about things this way as a matter of militant policy, irrespective of the employer's attitude. These unions are highly critical of the representatives of other unions who negotiate in a loose, bumbling fashion, who let all kinds of opportunities slip by for nailing down fringe issues, and who seldom drive a hard bargain.

From my own observation, I am not too sure that the criticism is always justi-

Here's a true-to-life story with an O'Henry ending. It brings out the importance of two things in negotiating with a union leader: knowing his temperament and methods, and sensing when the moment comes to drive through to a decision. This is an excerpt from an unfinished book drawing on the author's years of rich experience.

fied. The casual attitude and seeming obtuseness of many union leaders are matched by a similar lack of intensity and sharpness on the employer's part. I sometimes wonder whether a tightening up in the conduct of one side would accomplish no more than to force a tightening up on the other side, so that, except for the increased wear and tear on the negotiators, the end result would be the same. One party cannot adopt the policy of "wringing the rag dry" without forcing the other party to do likewise in self-defense.

Probably the collective bargaining history of a particular industrial group has more to do with the shaping of attitudes in this respect than any other single factor. For example:

Midge Taylor prided himself on being a hard-boiled, militant trade-unionist. A stocky, bushy-haired man in his late forties, who chewed gum incessantly, Midge negotiated with a dogged intensity. He probed the employer's defenses for every soft spot and never passed up an opportunity to

drive through for any possible concession, major or minor. He could not bear the thought of settling until he had "scraped the bottom of the barrel".

HITE ESCAPED "GRAVEYARD"

I remember one particular occasion when Midge was in negotiations with a company that had been dealing with him for fourteen years. The company had been known as a graveyard for industrial relations directors until Alex Hite had been retained as a management consultant in contract negotiations. Alex must have been well recommended, because his appearance and mannerisms did nothing to indicate that he would fare better than his predecessors. A dapper, nervous little man, closer to the retirement age than he cared to admit, Alex dosed himself for high blood pressure with little white pills from a fancy metal pill-box. He liked to ascribe to those pills his seven years of survival under the grinding pressures of Taylor and his committee. Personally, I think he enjoyed the challenge of tight negotiations. Like all good negotiators, he regarded a strike deadline as not just an ominous threat but as a tool to work with.

Just before he entered the conference room on the ninth floor of the State Building, I stopped Alex in the corridor. "Don't you think it advisable to make your best offer today?" I asked. "With the strike deadline only two days away, maybe we can drive this meeting through for a settlement."

"Are you kidding?" he replied. "Two days are the same as two weeks or two months to this union. Don't you know that Midge never settles till we're on top of the deadline?" He started toward the conference room. I touched his arm to stay him.

"Do you mean—are you saying that two days isn't close enough to make a serious move? What do you call 'on top of the deadline'? The very last hour?"

"Not even then, sometimes," he said. "Midge 'll find some excuse for holding up the strike—maybe 24 hours—maybe 48—maybe a week. Whatever it is, in the closing minutes of the new deadline Midge will take me aside. Off the record stuff, you know. He'll give me the business. He'll say they've gone too far to turn back and I'll have to add something to our last offer to give them a way out. The hell of it is, by that time he's probably right. So I always save something for the eleventh hour—for the settlement, if it's in the cards."

I shook my head in wonderment. "Gosh, how can you tell which is the real deadline?"

"Instinct — judgment — what else?" There was a tolerant smile on his face. He added, "It's not as much of a gamble as you'd think. When you've been negotiating with a union for as long and as often as I have this one, you get accustomed to their habits and ways of doing things. These may be famous last words, but I think I have Midge figured down to a T."

HITE WAITS TO LAST MOMENT

Alex Hite's judgment was off in only one respect. There was not only one, but two postponements of the strike deadline before the situation reached the breaking point. During this period, there were some tense moments when the company threatened to dismiss the two shop stewards in the Assembly Department, because production had fallen off and they were accused of instigating a slowdown. Although I was much tempted to suggest an off-the-record discussion between Taylor and Hite, I held back, waiting for a feeler from Taylor which would indicate he was ready to make his play.

A resumption of negotiations, the day before the latest deadline, took on the aspect of what was referred to by the more earthy negotiators as a "sweat session"—marathon talks which both parties knew

would be conclusive. By midnight all the fringe issues had been cleared away. The deadlock on the basic issue of wages was so complete that the negotiators made only half-hearted attempts to bridge the gap between them by direct across-the-table discussion.

For the next two hours I went through the motions of exploratory discussions, with the parties in separate rooms. Hite indicated a willingness to improve on a token wage offer made by the company, provided that Midge would "come down out of the stratosphere" in his wage demand. Midge snorted when I relayed the comment, so I continued to wait patiently for a sign from him.

MIDGE FINALLY MAKES MOVE

Suddenly Midge said, "What's eating the guy? If Alex has an offer to make, what's he so cagey about? Time's running out. If he won't tell you, who will he tell?"

This was all I needed to urge, as my own suggestion, an off-the-record discussion between Midge and Alex. There was resistance on the part of a few union committeemen to having Taylor "go by himself" but, after some argument, consent was given. I couldn't make up my mind whether the objections were genuine or were just intended to show militancy.

Taylor and Hite closeted themselves in an unused office for about an hour and a half. Upon emerging they looked the freshest of the negotiators, some of whom had been dozing in their chairs, while others had been engaging in occasional, listless conversations. Neither Hite nor Taylor had any difficulty in obtaining the approval from their weary committees of the tentative understanding on wages that had been worked out in their private discussion.

It was a pleasure to abandon the disordered conference room, where even the furniture seemed to reek of stale tobacco, and to inhale the cool night air outside.

Midge and I walked together toward the all-night garage where both our cars were parked. He seemed to be lost in thought, sullen and morose.

"Tired?" I asked.

"Not too much." Suddenly he flung his cigarette on the sidewalk. "That dirty, no-good. . ."

"Who? What?" I asked, somewhat taken back.

"Hite—that's who I mean—Alex Hite!" he exploded. "I'm still burning at the way he tried to slip one over on me. If there's anything I can't stomach, it's a double-crosser. Of all the. . ."

"Oh, no! Not Alex," I said. "He never struck me as that kind of a guy. You must have had a misunderstanding."

THEY "LEVEL" WITH EACH OTHER

He shook his head, his ruddy face flushed with indignation. "Oh, yeah! Listen to this. There we were for an hour or so getting nowhere. Then he says, look Midge, why don't we cut out this sparring and start leveling with each other. Let's get down to cases; it's high time. Sure, I says, let's start, I'm listening. So he says, what difference does it make who starts. Tell you what, you have a final rock-bottom figure—you must have by now. Write it on a slip of paper and pass it to me, he says. If I have it, I'll give it to you. I mean it. I won't try any funny stuff, and don't you either. Make it your final figure—no bargaining position. Do that, and maybe we'll have an agreement."

Midge buttoned his tropical sport coat and the collar of his sport shirt as a chill gust of wind knifed through his clothing. He continued, "So I wrote down 14¢ on a piece of scratch paper, folded it, and passed it to him. So what happens. Damned if he don't offer me 12¢. So help me, I'm almost sorry I got the committee to accept it. Would have served him right if we struck."

We continued walking in silence. We

were almost at the garage when he muttered, "What a dirty trick! How can you trust a guy like that."

He turned to me, still trying to control his indignation: "I can't get over it. Write your final offer on a piece of paper, he says. Then he tries to double-cross me. And he would've got away with it, too, only I've been negotiating with those birds too many years to take chances like that. Lucky for me I . . . uh . . ." Midge paused in mid-sentence as though he were hesitant about letting me in on the know about something.

"What's lucky?" I prodded.

"Lucky when I wrote it down I added 2¢ to my final figure."

To speculate on whether Midge Taylor added 2¢ to his "final" figure because he expected Alex Hite to chip that much away, or whether Hite offered 2¢ less be-

cause he expected Taylor to pad his "final" figure by that much, would be as fruitless as trying to decide on the priority of the hen or the egg. The significant thing is that throughout the years both parties had become so familiar with each other's bargaining characteristics and temperaments that at a certain stage in the negotiations each side could gauge its own maximum possibilities with uncanny accuracy.

Since both parties must be well aware of this, I can only assume that Midge Taylor continues the policy of "wringing the rag dry" in his negotiations with this company because of its internal effect in the union. The deadline negotiations resulting from this practice builds up a high degree of militancy in the membership, which no doubt Midge considers the only adequate safeguard against raids by rival unions.

About the Authors

Edward Peters has had "twenty-two years of partisan and non-partisan activity in the sometimes turbulent industrial relations field". For more than six years he has been with the California State Conciliation Service. For three years he was a training supervisor in the California Department of Industrial Relations: he also was an Unemployment Insurance Examiner. Earlier he took part in local trade union activities, having represented various AFL and CIO unions. Mr. Peters has taught and lectured at several colleges and universities, and is the author of "Conciliation in Action". His article, "Only Real Issues Count in Contract Bargaining", appeared in this magazine last March.

Milton M. Mandell for the past ten years has combined a career as Chief of the U. S. Civil Service Commission's Administrative and Management Testing Unit with consulting industry in this field. While most of his work has been with supervisors of production workers, he has also worked with supervisors of clerks and engineers. He has lectured at several universities and has written many articles on his specialty.

James A. Drain received his S.B. degree in Engineering Administration at the Massachusetts Institute of Technology in 1926. Since that time he has been engaged in engineering, sales, labor relations, and administration. In 1943 he became vice president of the Sullivan Machinery Company, and two years later vice president of Joy Manufacturing Company of Pittsburgh, when the latter bought the former company. He is now president of Joy Manufacturing Company (Canada) Ltd. at Galt, Ontario, and of the Craig Bit Company, Ltd., North Bay, Ontario.

Thomas C. Kent, a graduate of the University of Detroit, was formerly a staff lecturer at the University of Michigan. He has written and lectured on labor and personnel matters since World War II, in which he served with the Navy. Since 1950 he has been Director of Personnel with the Daisy Manufacturing Company in Plymouth, Michigan—a charter member of the Council of Profit-Sharing Industries.

(Continued on page 222)

Ways to Select Supervisors

By MILTON M. MANDELL

Chief, Administrative and Management Testing Unit
U. S. Civil Service Commission, Washington, D.C.

THIS report is to summarize developments in supervisory selection, with emphasis on both selection methods and the administrative considerations involved in the use of these methods.

In discussing selection and administrative methods, validity—that is, actually obtaining better supervisors—is not the only consideration. Morale can be improved, too, by a program which emphasizes merit and keeps favoritism to a minimum. Further, if evaluation of performance and consideration of the employee's own efforts to develop himself are included in the program, employees are provided with an incentive for continual improvement.

The methods discussed here for selecting supervisors are:

- (1) Supervisory Judgment Test*
- (2) Group Oral Performance Test
- (3) Supervisory Appraisals
- (4) Interview

The *Supervisory Judgment Test* contains multiple-choice questions of judgment in two areas of the supervisor's responsibilities: first, inter-personal relations—the supervisor's relations with his subordinates, his superiors, and his colleagues; and second, the personnel responsibilities of the supervisor—the training of employees, evaluation of the performance of employees, employee communications, and proper assignment and utilization of employees. The questions on personnel responsibilities

The way you go about selecting supervisors not only has to do with your success in lining up good people. It also lifts the morale of non-supervisory employees when they feel that all candidates have been given fair consideration without prejudice or favor. The author discusses the value of four most-used selection methods under different circumstances.

are typically designed from the point of view of the operating official rather than that of the personnel specialist.

Several studies have indicated the value of a test of this type for supervisors of blue-collar workers. Additional studies indicate that such a test may also be useful for the selection of clerical and engineering supervisors. This type of test is being used not only in American industry and government but also in British and Swedish industrial firms. A supervisory judgment test is sometimes supplemented by tests of learning ability; a mechanical comprehension test is often used for blue-collar supervisors and a name and number checking test for clerical supervisors.

The *Group Oral Performance Test*, which is about ten years old, has gained wider acceptance than has almost any other selection method in the same length of time.* It was in use by the British and Australian armies for officer selection during World War II, as well as by OSS. It is used exten-

* Research data on the supervisory judgment and group oral performance tests can be found in: Milton M. Mandell, "The Selection of Foremen", *Educational and Psychological Measurement*, Vol. 7 (1947), pp. 385-397; Milton M. Mandell, "Validation of Group Oral Performance Test", *Personnel Psychology*, Vol. 3 (1950), pp. 179-185.

* The test is described in detail in Milton M. Mandell, "The Group Oral Performance Test", *Personnel Administration*, Vol. 15 (1952), pp. 1-10, and Vol. 16 (1953), pp. 11-17.

sively now by American and British industry and government and is the subject of considerable research work.

The distinguishing features of the group oral, as compared with the individual interview, is that a group of candidates are judged at one time on their ability in discussion and solution of a common task. The main values of the group oral seem to be the spontaneous behavior it often produces, and the evidence it gives of ability to be an effective member and leader in a group situation. When practical, it is desirable to supplement the group oral with individual interviews in order to clarify the ambiguities of evaluations for some people in the group oral and to obtain more definite information on attitudes and interests.

HAVE MANAGERS APPRAISE CANDIDATES

Obtaining *appraisals of candidates* for supervisory posts from managers is a fundamental part of a good supervisory selection program. Yet, it may lead, if poorly done, to the loss of most of the value otherwise obtainable from the program. Such an appraisal gives managers an opportunity to participate in the program. It also develops information on such personality characteristics as reaction to changes and relationship with coworkers, records opinions about the technical competence of the candidates and, by including an evaluation of present work performance, provides an incentive to do good work.

Its possible disadvantages result from the lack of competence of some of the appraisers, the use of different standards among them, the possible biases that may be present, and the feeling of some employees that the program is "window-dressing" and that supervisory predilection will still be the main basis of selection.

One aspect of this set of factors is well illustrated in Guy Wadsworth's statement: "Generally speaking, low-grade supervisors tend to attract and to favor low-grade

men. Their most favorable reports may be expected to concern subordinates much like themselves who offer little potential rivalry. A keenly intelligent applicant placed under such a supervisor is often quickly classified as a 'smart aleck.' Thus there may be an unlooked-for wastage of manpower, in which technical fitness is not an issue. In any case, within our experience, the use of standardized tests has provided a most effective personnel audit, disclosing not only abilities which may not be called into play in the immediate assignment, but which would have remained obscure for other thoroughly human reasons."*

There are several guidelines that can aid in obtaining the greatest advantage and the minimum disadvantage from this essential part of a supervisory selection program:

TO GET GOOD APPRAISALS

1. The factors on which to base the appraisal should be selected to meet these criteria:

- a. They should be related to the qualities needed for supervision.
- b. They should be factors which the person providing the information can reasonably be expected to evaluate or describe.
- c. They should include an evaluation of present performance.
- d. They should provide for information on technical competence.†

2. Appraisals should be obtained from as many line supervisors and staff employees as are acquainted with the candidate.

3. Those furnishing the appraisals should be motivated by every means possible to give complete and reliable information.

* Guy W. Wadsworth, Jr., "Hidden Abilities of Clerical Workers", *Office Management Series Number 88*, American Management Association, New York, p. 5.

† Sample appraisal forms can be found in Milton M. Mandell and Sally H. Greenberg, *Selecting Supervisors*, Washington (Government Printing Office), 1951.

4. To as great an extent as possible, the appraisals should be obtained by interview with the appraisers. This method, recommended by General Electric, is designed to assist in reducing ambiguities and differences in standards among supervisors. When this method is not feasible, and written appraisals are obtained, statements which are not clear or complete should be checked by means of an interview with the supervisor.

5. A central board should review all the appraisals in order to maintain consistency of evaluation, to relate the information in the appraisals to the requirements of the jobs to be filled, and to furnish clues to assist in the next stage of the selection program, the interview.

The interview as the final stage of the selection program will bring out additional information and will provide an opportunity for concentrating on those candidates who have done best in the previous stages.

GIVE ALL CANDIDATES A CHANCE

Experience shows that the type of program described, if administered by competent persons, will produce more capable supervisors. But to obtain better morale, employees must have a chance to be formally considered, they must know the standards which are being used to evaluate candidates, they have to be able to feel that the over-all judgment goes beyond the opinion of a supervisor. Finally and most important, they have to be able to see that those selected are actually superior. At the North American Aviation Corporation, to help achieve these objectives as well as to obtain information on leadership characteristics, employees can nominate themselves and other employees.

Because of the present recognition of the importance of human relations and leadership ability in supervisors, it is quite possible that technical ability may be overlooked. For supervisors of skilled trades-

men, those doing complex clerical work, and professional and sub-professional workers, this technical ability is important for a number of reasons. It is a necessary basis for the supervisor's responsibilities for evaluating performance, training his employees, and improving procedures. In addition, it offers a partial and independent basis for obtaining respect.

Among the selection methods described, the appraisal system and the interview will provide opportunities for obtaining information on technical ability. It is desirable to supplement these methods with an evaluation of the training and experience of the candidates. A test of technical knowledge may be appropriate in large-scale programs.

WHEN TO USE WRITTEN TESTS

Although written tests are widely used for the selection of supervisors of blue-collar and clerical workers, they are still considered something strange in many places. It would seem that the use of tests can be justified when one or more of the following conditions exist:

"1. The employees being considered are now in nonsupervisory positions, so that one does not have direct knowledge of their supervisory ability.

2. There is a large number of candidates, so that one might save expense by eliminating some of them by means of an inexpensive device.

3. The morale conditions are such that it is desirable to employ highly objective means, in order to reassure the employees that personal considerations are not the basis for supervisory selection.

4. Employees from several different units are competing in the program, so that it is necessary to have a common test of their relative abilities in order to overcome the differences in standards which may be used by the several supervisors in evaluating their abilities."

The use of personality inventories as part of the written test battery has not been mentioned, despite their common use, because of the many problems connected with them. There is little validity data available to justify their use. They are frequently subject to "faking".* They require a level of training and experience, for the most valuable interpretation, which is not frequently found among those using these methods.

However, there is some basis for expecting that inventories which are subtle in content and which have been validated to provide an objective scoring system may become widely useful. Also, the experience of Lockheed Aircraft, Procter and Gamble, and the insurance companies, indicates that the biographical information or weighted application blank may be worthwhile, if properly validated.

JUDGE ALL ON SAME BASIS

One of the great complexities in supervisory selection is the large number of value systems which play a role in determining the relative effectiveness of supervisors. The superiors of supervisors often use different standards than subordinates

do, while staff specialists use their own criteria. To add to this confusion, within each of these three groups there are also differences, so that the older subordinate may be influenced by quite different characteristics than the younger employee, the production-centered superior may evaluate differently than the superior primarily interested in a "happy" working group, and so forth.

In the notable research work of the Army during World War II, commissioned officers emphasized ability to carry out orders promptly and accurately and ability to think for himself as the most important abilities of a non-commissioned officer, while subordinates praised those who had the ability to help and advise the men under them and the ability to gain the personal liking of the subordinates. The research workers concluded that "the findings clearly illustrate the different frames of reference from which officers and privates view their noncoms".

While this discussion has centered about selection, the importance of *development* for new supervisors cannot be over-emphasized. Any group of selection methods for this purpose emphasizes aptitude for learning and modifying behavior, rather than practiced achievement in performing the strange set of duties which confronts the newly-appointed supervisors. It would greatly ease the transition from non-supervisory to supervisory work, as well as provide for maximum motivation if this training could be given before the new assignment is undertaken.

* Dr. Herzberg says: "The results show that 'faking' of responses to achieve higher scores occurs in the industrial situation. This faking is greater the higher the educational level. The skewness of the distributions for college graduate job applicants is so great as to seriously compromise the practical use of many of the Guilford-Zimmerman scales for industrial selection". Frederick Herzberg, "The efficacy of temperament measures in industrial selection", *The American Psychologist*, Vol. 8 (1953), pp. 366-367.

Spelling Test on Inside First Cover

Eleven words are misspelled. They are: miscellaneous, compelling, maintenance, all right, separate, proceed, omitted, accessible, nineteenth, withhold, fulfill.

How about trying out this test on your associates, and your friends at lunch? If you care to report to us what happens, we'll be happy to keep the score.

Grow Your Own "Generalists"

By JAMES A. DRAIN, President

Joy Manufacturing Company (Canada) Ltd., Galt, Ontario

The article "Wanted: More Generalists", by John L. McCaffrey, in the July issue of *Personnel Journal*, has set spark to a number of ideas which have taken fire so rapidly as to suggest a dryness due to long storage. These ideas center around the problem of organizing a company to produce a continuing crop of top executives.

What Mr. McCaffrey, President of the International Harvester Company, told us was that, in an age of specialists, we need more men with general training in the upper executive ranks of industry. He feels that the type of education our colleges give, the size of our companies, and the elaborate organization of today's industry, all tend to emphasize the specialist. Yet, in the top echelon, we must have generalists. How can we develop them?

Starting with the problem of education, Mr. McCaffrey feels that industry today tends to neglect the liberal arts college graduates, and to hire only engineering graduates, who are, naturally, specialists in embryo. He feels we should hire more liberal arts men.

Granted that there is a real need for them in industry, a sounder solution, which he barely touches on, would certainly be to broaden engineering education in our schools. Many colleges have already taken steps in this direction and now adulterate their pure (or special) engineering courses for the under-graduate with a much greater proportion of liberal arts subjects than they did even a few years ago. Most technical colleges offer courses in Engineering Administration, and one such course, as long as 25 years ago, was jokingly referred to as "the course to produce Vice Presidents". Certainly these tend to produce more generalists than specialists.

One way to develop "generalists" is to give a man complete responsibility for profits on a single product or from a segment of the company. To successfully carry such responsibility the man has to learn to straddle several specialist functions and weld his specialists into an effective team. The author shows how this plan works in a particular instance.

Let us say, then, that the first step towards producing more generalists should be toward broader education for engineers and those destined to man our industries. Let us remember, though, that even a liberal arts graduate may turn out to be a specialist after he goes to work, unless he is given an opportunity to broaden his activities in his job. Mr. McCaffrey mentions other possible ways to produce generalists, but does not feel that any of them is a completely satisfactory answer to the problem.

Could it be that the best solution lies in the organization of the company? I have an idea that proper organization can not only improve day-to-day operations but that at the same time it will produce more generalists for future promotion. Let us examine this idea.

First of all, it is obvious that the problem does not usually face the small company, since, like the one-man band, everyone in a small company must be able to do everything. The problem arises in the company large enough to require specialists in various departments.

Let us start out with fundamentals, and see what we are trying to accomplish in our

own medium-size company which manufactures machinery. The prime purpose of such a company is to design, make, and sell products at a profit. The three major divisions of the company are, then, Engineering, Manufacturing and Selling, since these are directly concerned with the product. Equally important are the service functions; finance and accounting to keep the score, and personnel and industrial relations in recognition that all companies are, in the final analysis, made up of people.

A profitable operation means the co-operation of Engineering, Manufacturing and Sales; getting cooperation is the broad responsibility of the Chief Executive. Chief Engineers, Works Managers and Sales Managers are usually specialists in their fields. Often the Sales Manager, tending to be more gregarious than the other two, appears to be less of a specialist, but his concentration on selling, if he is doing a good job, tends to make him just as one-sided as the others.

GIVE CHANCE TO LEAD

Since the measure of success of our Chief Executive is his ability to get co-operation from these three specialists, the best possible training for replacements would be to put them in a position where they would have to cooperate with, and get cooperation from, a segment of these specialist functions.

Further, since the Chief Executive's prime responsibility is to operate at a profit, our budding executive should be wholly responsible for a segment of the profits of the company.

What we are suggesting is the setting up of divisions within the company, each headed by a manager who shall be given complete responsibility for the profitable operation of his division. As Secretary of Defense Wilson said (as quoted in *Personnel Journal*) "You don't give a responsible executive detailed instructions; you just say,

'Well, this is your job, go ahead and handle it'."

How the divisions are organized depends on the individual company. With the largest corporations, the divisions become almost completely separate companies. Where there is only one major product line, in a multiplant operation, the division is logically at the plant level. Where the company manufactures several product lines, product divisions are usually the most satisfactory. Combinations of plant and product set-ups are also possible.

HOW PRODUCT MANAGERS FUNCTION

To see how the divisions work, let's study a typical Product Manager. The prime responsibility of the Product Manager is to see that his product line operates at a profit. While he may not be a designer, he initiates and approves the designs of his product. While he is usually not in charge of the making of the product, he should be able to judge whether it is being manufactured efficiently. While he will not go out and actually sell the product, he is responsible for the merchandising of this product. He prepares sales data and helps management set quotas. He is available to help the field sales force with their problems, and is in a position to tell the top executives whether a job is being done in the field by the sales force.

Take a typical situation in a company and see how the Product Manager handles it. Suppose the President finds that one of the products is not being sold in volume and sets out to find the reason. His conversation with the Sales Manager goes like this. "Why aren't we selling more 37-T drills?"

"Well, in the first place, J.B., the design is all wrong. Just take a look at the machine that 'X' company is offering. On top of that, the 37-T doesn't stand up. Our shop is slipping badly. We sold one the other day to the Boa Constrictor Copper Company, our biggest customer, and it

broke down during the first shift's operation. What we need is a machine that will drill twice as fast, but it shouldn't cost any more than the 37-T."

The President then approaches the Chief Engineer, knowing something is wrong, but so far armed only with misinformation. "What's the matter with our 37-T drill?"

"Nothing, Mr. Brown, nothing's the matter with it, except it won't sell itself, and our sales force won't push it. But even if they did, the way our shop goes about making it, there wouldn't be any profit in it anyway. And did you hear what happened to the one the boys sold to the Boa Constrictor Copper Company? It broke down the first shift on account of gear failure. The shop must have cut the gears all wrong."

GETS THE WHOLE PICTURE

On to the Works Manager—"What's the trouble with the 37-T drill?"

"Well, boss, in the first place, it amazes me how our Engineering Department can spend endless hours and come up with a design that is full of bugs and couldn't be made at a profit in any plant in the United States. The Sales Department has not been pushing the machine anyway, so we haven't been able to spend the money on tooling we should. And did you hear that when they finally sold one to the Boa Constrictor Copper Company, it broke down during the first shift? Something wrong with the design of the gears in that machine."

It is apparent that there are three sides to this argument, and here is where the Product Manager steps in. He stands at a point equidistant from the three sides of the equilateral triangle, consisting of the Sales, Engineering and Manufacturing Departments, if he is lucky enough to find the triangle equilateral. Perhaps he finds himself in a triangle with a very long base—the Sales Department. Since our triangle repre-

sents the strength of three competing forces, our Product Manager is faced with a Sales Department which carries more weight than either Manufacturing or Engineering. He backs away from the base of the triangle and tries to pull Engineering and Manufacturing together to produce an equilateral balance. Or, dropping the analogy, he gets at the root of the matter and reports why more drills are not being sold.

Our scorekeeper, the accountant, can point out to management the volume or profit picture on the 37-T drill as of today, and in comparison with the past, but only the Product Manager can properly, and without bias, assign reasons for success or failure. Since he can do this, he can be held accountable for both profit and volume.

FOCUSES SEVERAL POINTS OF VIEW

The seasoned Product Manager has spent so much time pacifying, cajoling, inspiring and shoving the three sides of this triangle towards the attainment of greater volume and greater profit that he is a natural for a top executive job. He is a specialist, yes, but only product-wise. He has spent his corporate life doing, on a relatively small scale, the things which the top executives must do on a large scale.

Consider, then, the advantages of the Product Manager plan or its parallel, the Division Manager who is in charge of one plant. If you have six product lines, or six plants, you will be bringing along six men who have the fundamental responsibility for profit, plus considerable knowledge of the three major functions of the company—Engineering, Manufacturing and Sales. One or more of these men will be candidates for top executive jobs. The Chief Executive can watch them, and tell from the way they handle their profit responsibility, how they deal with their people, and from their relationship with Engineering, Manufacturing and Sales, what sort of top executive each would make.

What Kind of Person Is the Union Committeeman?

By THOMAS C. KENT, Personnel Director
Daisy Manufacturing Company, Plymouth, Mich.

A COMPREHENSIVE understanding of the Union Committeeman's role is pretty important for all management people, because "getting along with the union" is essential for profitable operation. More or less indirectly, it is an important factor in qualifying for promotion to higher levels of management, too. Foremen, for example, must get to know committeemen—and committeewomen, too—and understand as much as possible about them.

Some time ago in a foremen's training conference the following outline was developed by the foremen themselves, using the conference method. It is passed along to PJ readers in the thought that it suggests some things that it would pay managers to learn about committeemen, and answers some questions about why committeemen act the way they do.

Duties of Union Committeemen

1. Committeemen serve, usually, without pay, and take office by election.
2. They act as a link between shop workers and their union.
3. They act as official spokesmen to management in behalf of union members who want to voice a grievance.
4. They keep a record of grievances and their settlement.
5. If they're conscientious—and most are—they urge members to attend monthly union meetings; usually without too much success.
6. They keep workers informed about union policies and activities.
7. They check to see if any workers are

This company's foremen felt it would help if they knew their union's committeemen better. So they drew up for themselves a sort of check-list, recording what they already knew together with questions whose answers would give them greater insight. The outline could be useful to your foremen.

performing duties not properly within their job classifications.

Most foremen, and personnel administrators, can add to this list, of course, but basically the list will serve in any unionized plant.

Against this outline, it became apparent that a great deal more information was needed concerning the kind of person who would accept the thankless job of committeeman. In understanding him, and learning to work with him on a frictionless basis, management representatives needed to dig out more information, some of which was readily available in personnel records:

Personal Information

- What's his age?
- How's his health?
- How's his eyesight? His hearing?
- How many dependents has he?
- How does he stand on the job ladder—does his job have social status?
- Is his home life full and satisfactory?
- What outside interests has he?
- What's his eventual goal? Where in

the structure of the company is he headed?
Does he possess latent, unused skills?

In answering these questions thoughtfully, some enlightenment began to be shed on why committeemen act the way they do. It didn't require a psychologist's degree to understand that a committeeman who's anxious for promotion, but frustrated by rigid seniority rules, might be seeking another outlet for his leadership ability. The nimble foreman could cater to that need for recognition without jeopardizing company prerogatives or the foreman's own position.

But foremen felt that further questions should be asked and answered concerning the committeeman, with answers supplied by the foremen:

Personality

- Is he a stable person?
- Is he likely to stay with the company?
- Why did he take the committee job?
 - a. To "become a power in the department"?
 - b. As a stepping-stone to higher union office?
 - c. Out of a desire to serve his fellows?
 - d. Or because no one else wanted the committee job?

Do the people in the department, his fellow-employees, like him?

Does the committeeman dislike me, his foreman? If so, why?

Answers to these questions began to round out the picture of the committeeman with whom foremen would deal for an indeterminate future time. The gaps began to fill; the "whys" began to supply their own answers. Probably the most important conclusion about the committeeman which they reached, at this level of the discussion, was this: While foremen themselves had a pretty difficult time of it, living up to the demands both of the production schedule and the union agreement, the committeeman's job is no bed of roses, either.

Foremen then went on to consider: "If

I were committeeman, how would I like management to deal with me?" Each of the following questions was then discussed, and adopted into the training outline with affirmative answers.

How Shall I Treat Him?

With respect as a person?

With courtesy?

With a degree of sympathy in that each of us has a thankless job to do?

With advance information, when possible?

With an invitation to discuss departmental trouble spots, informally, before they become troublesome?

With a complete absence of a superior attitude?

It seems likely that use of this questionnaire-outline in training conferences won't eliminate grievances or other company-union difficulties; but it should certainly help to minimize them.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.

With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.

Calvert School

390 E. Tuscany Road

Baltimore 10, Md.



Engineers Can Be Used Better

By H. JERRY LAVENDER, JR.

Assistant to the Chief, Employee Relations Division
Aro, Inc., Tullahoma, Tennessee

There is an increasing need for engineers. The ratio of engineers to other workers has doubled in the last twelve years—from one in forty in 1940 to one in twenty in 1952 (1). Perhaps the best examples to portray the increase in engineering man-hour requirements are to be found in the aircraft industry:

It takes three times as many engineers to draft plans for airplanes as it did ten years ago.

A jet plane requires ten times the engineering manpower necessary to build a conventional airplane.

The first new B-47 bomber required 3,464,000 engineering manhours. In comparison, the first B-17 required 85,000 engineering manhours (2).

A survey of 495 companies employing nearly 106,000 engineers was conducted by the National Society of Professional Engineers in the fall of 1952. More than 65 per cent of the participating companies reported that they had a serious need for engineers which they were unable to fill (2). Eleven thousand additional engineers were required, and if these needs were met, another 8,000 would be required by March 1953.

Thus, we were not surprised when we had trouble getting enough engineers for our own organization. We therefore decided to find how other companies were handling their engineer problem. The six articles listed as references provided us with much of the information we required. Our investigation was concerned with engineering manpower utilization and *not* with recruitment.

The NSPE survey brought out the mis-

One way to "lick" the engineer shortage is to use those we have more effectively. The author refers to a number of good discussions of the subject, and cites the findings of a survey in his own company. His conclusion: relieve engineers of non-engineering work, train and orient them, and keep them on engineering.

use of engineers. Approximately 70 per cent of the companies stated that they used graduate engineers for non-technical work: sales, customer relations, industrial relations, executive duties other than in the engineering department, advertising, and patent work (2). A great many of these duties could have been handled by non-technical or supporting personnel.

One of the best methods for proper use of personnel is centralized planning. Many of the companies favored reorganizing engineering departments to give centralized top-level planning, and to develop clear-cut authority and responsibility for specific engineering assignments (3). Proper use of engineering personnel, through centralized planning, results in efficiency. If projects are carefully planned, there is a minimum of waste time and motion; and more detailed project information, priority ratings on projects, careful specification of objectives, and closer supervision, all help engineers to perform most effectively (2).

Planning the engineering assignments presupposes a thorough knowledge of the potential, abilities, and performance of the personnel to accomplish the assignments. This knowledge is based on periodic re-

views plus personal observation of the engineering personnel. This seems to be the most popular method of evaluating the engineering staff (4). Most of the reviews are made semi-annually, although annual and quarterly reviews are favored by many companies.

We also found that psychological tests are being used in evaluating engineering staffs. One company evaluates its engineers in this manner: a careful observation is made of performance during short-term promotions to sub-supervisory assignments, and industrial psychologists are used to test and evaluate the potential of all likely people for supervisory assignments (4).

Observation, psychological testing, and merit rating or performance reviews cannot, by themselves, improve an engineering staff. There are at least two additional ways to make the staff function better—a good indoctrination procedure and a training program. The most important factor underscored in the NSPE survey is that *sound indoctrination programs increase the effectiveness of engineering manpower* (2).

We have found from this study that training and psychological testing are closely related. They are used together to eliminate misfits before they can become a major item of expense and failure.

GIVE ENGINEERS ABLE HELPERS

The experience of other companies has shown that the use of supporting personnel is of utmost importance in order to make the greatest use of engineering manpower. Engineers should be free to devote their professional talent and creative ability to technical work (2). Engineering aides can extend the services of the professional engineer in much the same way as therapists, nurses, and laboratory technicians extend the services of the doctor (5). This stimulates the engineers to do their best with the skills they possess; it helps them to develop

faster, as they seem to lose perspective and morale when kept in jobs that could be done by people with less training (2).

What type of duties can be delegated to subordinate personnel? Following are some of the ideas developed from the NSPE survey:

Drafting, designing, incorporating changes in drawings, collecting and collating data, calculating, computations, ordinary layout, expediting.

Cost accounting, keeping records, market research, quantity surveys, filing, requisitioning, checking orders for material, printing, preparation of charts and graphs, expanding standards books, library administration.

Handling details with shops, investigating customer complaints, preventative maintenance, operation of experimental equipment and pilot plants, preparation of parts of surveys and studies, transmittal of information, leg work.

Routine paper work, checking of standard procedures and practices (2).

WHERE TO GET ENGINEER AIDES

Although there are numerous sources of sub-professional or "engineering aide" personnel, one of the best is the college campus where engineering students who do not complete their courses can be obtained. They number about 50 per cent of those who enter the engineering colleges (2). Another good source not only of supporting personnel but also of engineers, are the older or retired men who followed that profession. That older men *can* do the work is shown by one study of 955 engineers (6); engineers between the ages of 45 and 65 are not encountering difficulty in securing employment, which emphasizes that older engineers can and do perform effectively.

In light of the above information, our company decided to examine our own use of engineering and allied personnel. Two questionnaires were prepared, one to be answered by engineers and the other by their

branch managers. The questionnaires were based upon the form developed by the NSPE for individual engineers and a form developed by an eastern utility company for the department heads. (2)

Ninety-five engineers employed by the company replied to the questionnaire which was sent to them individually. Fourteen questions were asked. Some of the questions with their answers follow. No question was answered by all 95 engineers, which accounts for the fact that *yes* and *no* answers never come to 100%.

Are there any jobs or tasks that you are performing which could be turned over to engineering aides? Please give specific examples.

46% said *Yes*; 33% *No*. The 59 examples given included: computing, recording, plotting experimental data, drafting, procurement, general administrative work.

Are there any of your duties which could be simplified so that most of them could be turned over to subordinates?

21% said *Yes*; 36% *No*. Eight suggestions included: writing memos and weekly reports, drafting, instrument calibration.

Is there any of your administrative detail work which could be done by non-engineers or competent secretaries?

26% said *Yes*; 39% *No*. Among the 15 suggestions: weekly activity reports, letters to other companies, procurement, filing, typing.

Can you suggest a training program for recent college graduates that would make them better equipped to be of assistance to you?

59% said *Yes*; 18% *No*. Eighty-one suggestions included: on the job, technical lectures with visual aids, training at universities and other wind tunnels, complete orientation, lecture on instrumentation, let each engineer choose his facility, include engineering aides.

Can you recommend any changes or improvements in organization or planning that

would lessen the engineering staff's work load?

42% said *Yes*; 19% *No*. Among the 59 suggestions: more cooperation between administrative and engineering components, better defined projects, less red tape, change weekly reports to monthly, better transfer of information from parent company, better procurement procedures, hire more aides and technicians, better communications between divisions of company.

Do your working conditions enable you to do your work with peak efficiency? Have you any recommendations for their improvement?

24% said *Yes*; 52% *No*. Among the 66 key suggestions: too crowded, need more furniture and storage space, improve regulation of air conditioning system, impede noise from testing.

Have you any recommendations to offer to make the indoctrination program for newly hired college graduates and experienced engineers more effective?

40% said *Yes*; 27% *No*. Among the 47 suggestions: briefing on company policies, what the company is trying to do, purposes of each testing facility; allow the new engineer to work with an "old timer" in each facility to obtain overall picture of operations; include general information for personal welfare (example, state laws regarding autos.)

Would you be interested in a graduate degree program for engineers?

88% said *Yes*; 6% *No*. This question got more answers than any other. Among the 8 suggestions: to compensate for location of company; will leave the company if don't have one as promised.

A second questionnaire was sent to 15 branch managers who supervise engineers. There were seven questions on this form. Among them were these:

Are the men with engineering degrees in your department doing 100% engineering work?

Eleven of the fifteen answered this with a No. Nine gave a breakdown like this:

Yes	No	Number of Answers
90%	10%	1
85	15	4
75	25	1
45	55	1
25	75	1
5	95	1

If not, how is their work on engineering duties distributed fractionally? On other type of work? Note specifically what these types are. Could these jobs be carried out by non-engineers?

Ten supervisors answered this question; half claimed that administrative and clerical work is taking up their employees' time. One supervisor stated that at least 95% of one engineer's time is so consumed. Another supervisor reported 75% of engineers' time on routine operation and data reduction; another that 70% of his own time was spent in supervising, the other 30% on engineering duties; another that 15% of engineers' time was spent in reading and comprehending company regulations; two said that 15% of their engineers' time is spent on progress reports and procurement activities.

Are your personnel being used to full capacity in their present jobs?

Although 11 supervisors stated that their

engineers are not doing 100% engineering work, only 2 answered No to this question.

Are any capable of advancement as an engineer, administrator or supervisor?

Twelve answered with a Yes; only one said No.

Certain general conclusions can be developed from analysis of the answers to the two questionnaires. These conclusions compare favorably to those that might be drawn from the survey material presented in the first part of this paper. They are:

1. Improvement is needed in top planning and liaison between functions.
2. Engineers should be released from administrative, clerical and other non-technical and sub-professional work.
3. Training and orientation programs should be put into effect.

BIBLIOGRAPHY

1. *The Iron Age*, "Engineers: How to Stretch Manpower", December 4, 1952.
2. *Executive Research Survey Number Two*, "How to Improve the Utilization of Engineering Manpower", prepared by the National Society of Professional Engineers, 1952.
3. *Business Week*, "Putting Engineers to Work", December 6, 1952.
4. *Chemical Engineering*, "How to Live with the Shortage of Engineers," December, 1952.
5. *Civil Engineering*, "Engineers Must be Upgraded to Solve Manpower Shortage", September, 1952.
6. *Personnel Journal*, "Use Older Engineers", November, 1952.

About the Authors

(Continued from page 209)

H. Jerry Lavender, Jr. recently joined the Strain Feed & Coal Co. of Dalton, Georgia, as Personnel Manager. Previously he was assistant to the Chief of Employee Relations at ARO, Inc., Tullahoma, Tennessee, having gone to that company as assistant employment manager. Mr. Lavender is a graduate of the University of Cincinnati (1950) with a BA in Psychology, and

holds a Masters from Ohio University in Industrial Psychology and Labor Relations.

Arthur R. Laney, Jr. is employed as personnel psychologist, with the title of Assistant to Personnel Director, by the Washington Gas Light Company, Washington, D. C. He also teaches evening courses in psychology at his alma mater, George Washington University. "Evolution of a Personnel Man" in the November 1952 *Personnel Journal* gave further biographical data.

Just Looking, Thank You

The "Secret" is Out

How do you get over to new girl employees the facts of business life with regard to dress, jewelry, make-up, hair-dos, and so on? The Occidental Life Insurance Company of California, Los Angeles, has a little booklet called "It's No Secret!!" Ralph A. Nelson, personnel director, says it's handed to all new female employees. "We've met many managers," he says, "who want such a booklet, but as far as I know we were the first who dared write one."

Though "produced on a modest budget", the 5 x 7½" booklet is quite attractive. It has a blue cover printed with the title and a line drawing in a darker blue. Amusing drawings add interest to more than half the 16 inside pages, too. Well-written copy discusses the way a girl dresses for business. The use of cosmetics is touched on, as is her perfume, her hair-do, her fingernails. Some rather intimate advice is followed by this: "Remember that nothing you do about your outward appearance will be too much help without a foundation of good health. Be sure to get all the rest you need, follow a proper diet and get exercise regularly. . . . Try to arrange a special regular time each week for taking care of your clothes and yourself—everything from shampoo and manicure to brushing and polishing your shoes. Such a schedule is the best beginning for that well-groomed Occidental look."

The second half of the booklet advises the new girls about getting along with their fellow employees and their supervisors, being friendly and cooperative. Perhaps it was to get the girls to keep the booklet for future reference that the calory content of some 50 luncheon items is given on the last two pages. Altogether a mighty nice job. We don't know whether Ralph

can spare sample copies; his company address is 1151 South Broadway, Los Angeles 54.

College Men Graded After Summer's Work

Many companies offer summer jobs to college students, but the Texas Gas Transmission Corporation of Owensboro, Kentucky, believes that its plan is different in some respects. For one thing, a grading system has been set up to establish a college trainee's qualifications at the end of each summer's work. Each student is rated by the job supervisor who was in charge of his training. The evaluation is based on his willingness to work, his efficiency, his aptitude and his ability to get along with his fellow workers. Joseph N. Bowers, the company's supervisor of employment, has overall charge of the program.

College men who show promise are invited back each summer until they graduate, when they are offered permanent jobs. The summer jobs are not created for the students; the boys are assigned to open positions. Before the vacation period, department heads request the number of trainees they need. Early each spring colleges and universities are told about the program and asked to call it to the attention of men who want jobs. Applications are carefully screened to get the best candidates, generally engineering and accounting students.

Twenty-two students from eleven colleges and universities were on company jobs this past summer, the third since the program started. Mr. Bowers feels that the program is working out well both for the company and the students, who have plenty of opportunity to decide whether or not they wish to make their careers in the industry.

P. J. Gone to the Dog

Charles H. Garrison, American Can Company librarian, has been one of our best customers lately. Not so long ago he ordered an extra copy of our June issue. A few days later he wrote: "I now find that the July-August issue was of consuming interest to a Boxer dog belonging to one of our men who is on our routing list each month. Will you therefore send us an extra copy and bill us accordingly, unless you feel that its consumption by a dog can be termed a compliment."

We try to make the magazine meaty, and so we called the pooch's recognition of the fact a compliment, sending the complimentary copy to Mr. Garrison. However, let this be a warning to others with long routing lists: it's safer to subscribe individually for most of your people. See our special multiple-subscription rate on page 202 of this issue!

Guaranteed Annual Wage Would Raise Knotty Questions

D. E. Carlson, Associate Professor in the Industrial Engineering Department of A. & M. College of Texas at College Station, Texas, wishes to put a few questions about the operation of a guaranteed annual wage plan before *Personnel Journal* readers. Says he:

Assuming that an employer has a *very stable market* for his products and has *no serious competition* (the Department of Justice might be interested in that condition) and is willing to obligate himself to the payment of *a full year's pay for all employees*, let's take a look at some of the questions which he faces.

1. He is already paying for unemployment insurance and would be required to continue to pay for this insurance even if the employees were laid off but in pay status. If he plans to make up the difference between the employee's normal earnings and his unemployment compensation, he finds that the employee is not eligible for the

receipt of unemployment insurance while receiving any substantial amount from his employer.

2. If unemployment compensation rules were so changed that he could make up the difference between unemployment benefits and the employee's normal take home pay, what would happen to seniority plans which provide that the last man hired is to be the first laid off? Would Mr. Old Timer be content to produce a full day's work while Mr. Newcomer receives his normal take-home pay for loafing and fishing? Wouldn't the employer soon be faced with a demand that the senior employees be laid off first, leaving him with the youngest and least experienced to operate his plant?

3. What about forced shut-downs due to strikes in his suppliers' plants, particularly where the union representing his employees is involved? Under the present rules, his employees would be entitled to unemployment compensation if they did not participate in any gains made as the result of the strike. If the employer guaranteed the rest, wouldn't he be indirectly assisting in the strike?

4. What exceptions would be in effect in case of power failures, floods, fires and other conditions not within his control?

5. Would the employer be as willing to take on additional orders and even expand his facilities if he were in a position requiring that he give an employee a year's notice before discharging him for lack of work?

6. Wouldn't the operation of a G.A.W. plan force the employer to build up another reserve fund? Could he do this in a competitive market?

A union signing a guaranteed annual wage contract must also consider possible long range effects.

1. Would not the G.A.W. supply additional incentive to the employer to increase production per employee by mechanization and other means rather than by increase in work force?

2. What would be the effect on the employee's interest in his union? How willing would the employees be to place their jobs in jeopardy or engage in a strike to obtain small increases in pay or minor benefits? Would employees having a G.A.W. possibly be content with less than those in plants where the G.A.W.

is not in effect? Would this "less" have a depressing effect on prevailing local and industry rates and fringe benefits?

3. Would the union be willing to permit employees to "work out of their trade", approving a contract provision which would allow the employer to assign work and possibly transfer employees in and out of bargaining units at his discretion in order to avoid a lay-off?

Do the unions actually want the G.A.W. or is the agitation for it a strategical maneuver to induce the employers to support legislation to increase the benefits obtainable under the unemployment insurance laws in order to avoid having to negotiate on this super unemployment compensation plan?

Readers with other questions, answers or ideas on this subject are invited to send them to this forum.

Country Club Course

Among the most attractive refresher courses for personnel people, to our mind, are those put on by the National Industrial Conference Board for "subscribing associates". Nine courses have been conducted since March 1952. This Fall's sessions are scheduled for November 8 to 19 and November 29 to December 10.

S. Avery Raube, director of the Board's Division of Personnel Administration, tells us that several hundred companies in thirty-seven states and a number of foreign countries have already sent nearly four hundred people to the courses, and that now a large part of each session's enrollment comes from repeating companies. That speaks well for the courses' value. He points out also that an increasingly high percentage of the attenders are line or operating executives, including supervisors and presidents, plant, office and sales managers, general foremen, chief engineers, and so on. The diversity of experience and viewpoint

of the conferees contributes a great deal to the success of the courses.

The major stress of the lectures and discussions during the ten full working days—from 8:30 to 5 each day—is on fundamentals; policy, organization, communications, and their influence on procedure and practice. Total enrollment is limited to 50.

This year's courses are to be given at Seaview Country Club, Absecon, N. J., about ten miles from Atlantic City. Participants are mostly housed two in a room, but some single rooms are available. If your company is a Conference Board member you may want to consider attending next year; the courses are consistently oversubscribed, and it's almost certainly too late for this year.

People Make Newspapers, Too

You've often heard it said that it's people, not plants or equipment, that make a business. Here is an item that bears it out.

One of the most interesting newspaper promotions we've heard of in years was put on by *The New York Times* during the week of September 20. And what did it consist of? Interviews with *Times* executives, editors, reporters and correspondents, on television and radio, Monday through Friday via both mediums. Such "big names" of *The Times* as Arthur Hays Sulzberger, publisher, Charles Merz, editor, William H. Lawrence, Hanson Baldwin, Brooks Atkinson, Arthur Krock and many others were seen or heard, or both. The people were interviewed by Tex McCrary and Jinx Falkenburg on three programs daily, on radio from 1 to 2 p.m. and from 11:20 to midnight, and on television from 2:30 to 3. Who could have heard even a few of these programs and not have felt a greater interest in the paper?

BOOKS

CASE METHOD AT THE HARVARD BUSINESS SCHOOL, THE: Edited by Malcolm P. McNair with assistance Anita C. Hersum, Research Staff. McGraw-Hill Book Company, New York. 1954. 283 pages. \$5.00.

Personnel Directors and others responsible for training have been increasingly interested in the use of the Case Method at the Harvard Business School. McGraw-Hill has published a number of books containing collections of these cases which are in the form of unsolved problems from industry. The publication of *The Case Method at the Harvard Business School* gives a description of how discussing these problems has advanced the students' understanding.

Briefly the process is one of "learning by doing"—that is, men learn to think and form judgments by repeatedly taking part in class discussions over a period of time. There are no right answers in business and no one answer is given by the instructor at any time.

The book consists of a number of papers written by past and present members of the staff. One chapter written by a student in a 15-week discussion course observes that the job of the instructor is a complicated one. There is no approved method of teaching. The instructor is at times a discussion leader, a resource person, a helpful expert, a summarizer and a judge of performance. He must have a complete command of the facts of the cases discussed and a wide knowledge of related situations. Discussion is not the only method of the course. Written analysis of cases is part of the requirement. Much of this is done in collaboration with fellow students, which

gives good preparation for the give-and-take of actual business life.

A useful chapter by one of the professors summarizes a memorandum prepared for the use of a beginning instructor. He advocates a middle road between a discussion which adheres to a predetermined line and one which is free from any control by the instructor. The chalk board is mentioned as a useful tool. While the instructor is expected to prepare notes toward the solution of the problem to be discussed, he is advised to be so well informed that he is independent of his notes in class. To deal realistically with business problems each class requires fresh preparation, so new conditions can be included in the analysis.

There are chapters containing selected cases with notes on how they were used: a chapter on the development of an outline for a course taught by the case method. One chapter gives an example of an unsuccessful training session in human relations, as taught in a factory by the conventional method of a lecture on instincts in general rather than by a discussion of a specific case which allowed the participants to experience the emotions aroused by the problem situation. There is an excellent chapter on "How to Write Business Cases", which was prepared for the use of Research Assistants.

Most of the contributors to the book have had many articles published and their style is clear and interesting. The editor, Malcolm P. McNair, has excellent summaries at the head of each paper. Altogether this is a most valuable book for anyone who is teaching either in school or industry.

DORIS D. HAY

AMERICAN LABOR FROM DEFENSE TO RE-CONVERSION. By Joel Seidman. The University of Chicago Press, Chicago, 1953. 307 pages. \$5.50.

This might be called a "living" document. It is the incident-by-incident story of American labor, and therefore of American industry, through a most exciting and consequential period in the history not only of American management and labor but of the nation. Many quotations from newspapers and magazines on events as they took place make you feel again the conflict of strong opposing forces. Leaders of rival factions, government officials, powerful corporations, they all pass in review; it's something like watching a movie of which you know the ending but have forgotten how the story developed.

The book is well written, moving along rapidly. The author, who is an assistant professor of social science at the University of Chicago, says in the preface: "I have chosen to select a limited number of major themes and to follow these in a more or less systematic fashion. I have tried to recapture some of the spirit of controversy when these issues were fought out and to let the chief actors speak as much as possible in their own words." The period covered is from shortly before the fall of France to the passage of the Taft-Hartley Act.

As we laid the book down, we had a feeling that we'd overlooked something strange about it. And then it dawned on us: there isn't a chart or table or column of statistics in the whole volume!

Those who have any interest at all in labor relations and the recent history of the labor movement will enjoy this book and find it profitable.

H. M. T.

MANPOWER IN THE UNITED STATES: *Problems and Policies*. Edited by William Haber, Frederick H. Harbison, Lawrence R. Klein.

and Gladys L. Palmer, Editorial Board, Industrial Relations Research Association. Harper & Brothers, New York, 1954. 225 pages. \$3.00.

This is a collection of 16 essays discussing "some of the manpower problems and policies in a free society and, as an indication of direction and scope, certain of the current findings of research which in time may provide solutions to the problems". The essays are grouped under three headings: *Utilization and Motivation of Workers*, *Changing Dimensions of the Work Force*, and *Manpower Mobilization*. Among the subjects treated are "Increasing Utilization through Better Management of Human Resources", by Rensis Likert and Stanley E. Seashore; "Job Redesign, a Technique for an Era of Full Employment" by Solomon Barkin; "The Effect of Social Security on Manpower Resources", by Glenn W. Miller; "Trends in the Specialization of Occupational Requirements", by Helen Wood; "Labor-Management Participation in Manpower Policy", by Peter Henle.

Possibly the essay that will be enjoyed most by personnel people is that by Daniel Bell, associate editor of *Fortune Magazine*, on "Work in the Life of an American". This alone is worth the price of admission. Mr. Bell starts out with the observation that most discussions of workers today deal with his attitudes, his ambitions, and so on, but that "the technology is taken as given". Bell proposes to deal with the facts of existence with which the worker is forced to wrestle every day. One of the daily facts is the time taken to travel to and from the job. Bertrand Russell is quoted to the effect that there seems to be a law that improvements in locomotion do not cut down time, but merely increase the area over which people are compelled to travel.

An italicized sentence later on in Bell's essay "gives one furiously to think". He brings out two points to be noted in the vogue of human relations. The second

point is that human relations programs "become a substitute for thinking about the work process itself. *More than anything else, the evasion of work becomes the characteristic fact about work in the life of a contemporary American.* All hopes and satisfactions are 'extra-curricular' ".

The book is Publication No. 11 in a

series from the Industrial Relations Research Association, the others having been published by the Association itself. Of the editors, Mr. Klein is editor of the *Monthly Labor Review*, and the other three are professors at the Universities of Michigan, Chicago and Pennsylvania respectively.

H. M. T.

Personnel Research

Reviewed by Margaret W Moore, Ph.D.

THE VALIDITY OF THE WORTHINGTON PERSONAL HISTORY FOR A SALES JOB. By G. M. Worbols and L. E. Kanous, The Detroit Edison Company. *Personnel Psychology*, Vol. 7, No. 2, Summer, 1954, 209-217.

The sample used in this validity study consisted of 53 salesmen of the Detroit Edison Company. The job was mainly that of representing the company to the customers in neighborhood offices in a metropolitan area. There was little direct selling of goods. All of the men had been promoted from an entry job in the sales department and had been with the company at least 18 months.

This was a cooperative study planned by the Detroit Edison Company and the Worthington Associates, Inc. The salesmen filled out the Personal History forms. The forms were then sent to the Worthington Associates for analysis. The men were ranked on the basis of the Personal History in terms of estimated present effectiveness on the job. The estimated effectiveness on the basis of the Personal History was then compared with measures of job success and the test scores which were available for these men.

The two criteria used were promotion and supervisory ratings. The results were in the positive direction, but were not

statistically significant. The tests which were already in use for the selection of employees provided higher predictive value than the Personal History. Combined with these tests, the Personal History did not increase the predictive power of the battery.

The names of the men were removed from the Personal History analyses and they were then given to the interviewers who were responsible for selecting new men for this job. Each interviewer was asked to predict on the basis of these analyses which men would succeed on the job. The results indicated only a chance relationship between the predictions and the criteria used to measure success.

The authors point out that the negative results of this particular study do not demonstrate the lack of validity of the Worthington Personal History in all situations. They urge that more validity studies be made.

A TABLE OF MULTIPLIERS FOR JOB RATING SCALES. By N. B. Winstanley, Jr., Vectron, Inc. *Personnel Psychology*, Vol. 7, No. 2, Summer, 1954, 253-255.

Job rating scales for job evaluation use either an arithmetic or a geometric progression between degrees of a factor. Using a geometric progression involves

somewhat tedious calculations. The table presented here gives increment multipliers for given numbers of degrees.

Those who are familiar with the construction of job rating scales which make use of a geometric progression will appreciate what a time saver this table can be in the construction of new scales. The author claims that the results will be more truly geometric as well as more accurate.

SOCIAL STATUS OF INDUSTRIES. By Arthur H. Brayfield and Carroll E. Kennedy, Jr. of Kansas State College and William E. Kendall of the Chesapeake and Ohio Railway. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 213-215.

Some years ago Professor Counts demonstrated that occupations may be arranged in order of social prestige, with professional occupations at the top and unskilled labor at the bottom. The present investigators decided to find out whether a social status hierarchy also exists among different industries.

An alphabetical list of 29 industries was presented to 120 men and women in a college psychology class. The subjects were chiefly freshmen and sophomores and represented 26 different curriculums. They were instructed to "rank according to what you think their social standing is in your community or state."

The results of the rankings are given in a very interesting table with medical services, banks, and education at the top and trucking companies, laundries, and coal mining companies at the bottom. The data were analyzed separately for men and women but no significant sex differences were found. The assignment of ranks is obviously not attributable to chance, and the existence of a social status hierarchy seems to be pretty well established.

Personnel workers will be interested in this study because the prestige associated with an industry is certainly a factor in job satisfaction and in recruiting programs.

MANAGER-EMPLOYEE "UNDERSTANDING" IN THE RETAIL GROCERY AND MEAT MARKET. By Pietro V. Marchetti, University of Illinois. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 216-221.

Manager-employee understanding were studied in 9 grocery units and two meat markets. The four measures of understanding were the manager's detached understanding of the employee, the manager's participant understanding of the employee, the employee's detached understanding of the manager, and the employee's participant understanding of the manager. These measures are based upon the ability of the employee to predict the responses of the managers in given situations and the ability of the managers to predict the responses of their employees.

None of the measures of understanding correlated significantly with (1) the manager's rating of the employees; or (2) the employees' evaluation of the manager. Certain of the measures did seem to have a relation to the job satisfaction of the employees and the ratings of efficiency of the units.

This article is particularly valuable because of the general discussion of the part that empathy or "understanding" plays in effective leadership. The bibliography gives 16 references to previous studies in this area which are summarized and evaluated.

A COMPARISON OF TWO METHODS OF MEASURING THE ATTENTION-DRAWING POWER OF MAGAZINE ADVERTISEMENTS. By Joseph Tiffin and Darwin M. Winick, Purdue University. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 273-276.

The eye appeal or initial attention-drawing power of an advertisement is of primary importance in determining the effectiveness of advertisements. Eye-movement photography has been used to measure the relative attention-drawing power of a

set of advertisements. This method is time-consuming and expensive because only one subject can be tested at a time and the reading of the film record is laborious.

This study describes a method of presenting advertisements with the use of a group tachistoscope. People interested in advertising research will wish to refer to this article, because the results of the study indicate that a considerable saving of time and energy can be effected by use of a group presentation. The authors checked their results by using eye camera methods with some of the subjects, and found that the advertisements were placed in essentially the same order.

COMPARABILITY OF PERSONAL ATTITUDE SCALE ADMINISTRATION WITH MAIL ADMINISTRATION WITH AND WITHOUT INCENTIVE. By Paul W. Maloney, Addison Lewis Co., Minneapolis, Minn. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 238-239.

The study was planned to determine the comparability of three methods of attitude measurement. One used a personal interview and the other two used an

administration. Half of the subjects who received the scale in the mail received a 25¢ piece as incentive, and the other subjects were just asked for cooperation. The questionnaire without the quarter received a 58% return. The quarter brought back 86% of the questionnaires.

The subjects were residential customers of a public utility company. Personal interviews were used in 127 cases and questionnaires were mailed to 128 customers.

The three methods were found to be reasonably comparable. The per cent of mailed questionnaires returned was influenced by a financial incentive, but the two mail methods produced almost identical average values.

The use of attitude scales has been restricted by cost considerations, because in many cases it has been necessary to conduct house-to-house interviews. The percentage of returns usually received by mail has been small. If the addition of a small financial incentive can materially increase the returns, the mailed attitude scale will probably be used much more extensively. It will be interesting to see if the findings from other studies are similar.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA gets the once-over this month: According to a statement by Timothy P. Haworth, president, the organization is devoted to the advancement of training and education, especially as it applies to American business and industry. Regular meetings are held monthly, except during the three summer months, and seminars are conducted when capable

leaders of pertinent subjects are available. The program is well balanced by discussion on all facets of training and related activities. Ideas are freely exchanged and new training programs visualized as a result of thought-provoking lectures and discussions.

The Philadelphia chapter was founded on January 28, 1948 and became a member chapter of the American Society of Training Directors in September of the same year.

Starting with fifteen in 1948, the group now has about eighty members. Twenty services and benefits are listed. They include the monthly programs; the monthly publication; the Journal of Industrial Training, publication of the national organization; the directory; a library of training materials; an annual conference; the published proceedings of the conference; seminars; book reviews; special training information and research; ASTD officer visitation; free position advertising; national publicity; a placement bureau; professional standards; program exchange service; training abstracts; ideas and fellowships.

The chapter is organized with a president, vice president, treasurer and secretary, and a three-man executive board. Committee chairmen are named for program, membership, publicity, and placement. *Memo*, the chapter publication, appears monthly, reports on the last meeting in some detail, and announces the coming meeting. Articles of interest in current periodicals are described. Positions open and positions wanted are listed each month. *The Program and Roster* is published annually. It contains the constitution and by-laws. The annual dues are sixteen dollars.

THE GREATER BRIDGEPORT PERSONNEL ASSOCIATION, of Connecticut, reports the election of the following officers: Peter J. Reilly, of Warner Brothers Company, president; George E. Quandt, The Dictaphone Corporation, first vice president; William Gay, Raybestos division of Raybestos-Manhattan, Inc., second vice president; Harmon E. Snoke, Manufacturers' Association of Bridgeport, treasurer; and William E. Verespy, Singer Manufacturing Company, secretary. The name of the organization has been changed from the Bridgeport Employment Managers' Association, to the Greater Bridgeport Personnel Association. Membership is open to any

person engaged in industrial relations or personnel administration, commercial, mercantile business, or government service in Bridgeport or vicinity. The association meets the last Tuesday of each month, except July and August, at the Hitching Post Restaurant. The theme for the year is "Personnel and Productivity."

THE INDUSTRIAL PERSONNEL ASSOCIATION, of Houston, Texas, recently heard a talk on labor unions and why they exist. The speaker was R. M. McCormick, of Denver, secretary-treasurer of the Oil Workers International Union. Chartered, air-conditioned busses took the group, on another occasion, to Freeport, Texas, for an extensive tour of the Dow Chemical Company plant. The processing of magnesium was seen. The excursion wound up with refreshments and a barbecue dinner at Dow's Lake Jackson Picnic Grounds, with Dow management officials as hosts. For another meeting, copies of a case were mailed in advance to all members so that they could discuss it under the leadership of John Post, industrial relations director for the Continental Oil Company. William J. Hansberry has been selected program chairman for the coming year to succeed Max Stansbury. There is usually a half-year overlap so that the incoming chairman can benefit from the experience of the outgoing chairman.

THE PERSONNEL ASSOCIATION OF TORONTO publishes an impressive news sheet, *The Conference Reporter*, to give registrants at a conference a quick summary of proceedings. A full report is mailed out later. The Honorable Charles Daley, Ontario Minister of Labor, told the members at a recent conference, "You have come a long way as personnel administrators, and you are now accepted as indispensable members of executive management. Speaking both for the Government and for myself, I should like to pay this tribute to you, for no one

knows more than I how important and effective your role has been—particularly around the collective bargaining table. You have made, and are making daily, a very significant and real contribution to the labor-management relations of this province and, thanks to you and others of your good faith and good sense, they have remained relatively harmonious. I trust that your managements recognize in a tangible way the value of this contribution.”

“Unions don’t make trouble, they find it,” Rowland Allen told 645 personnel administrators at the Thursday dinner session of the conference. The personnel director of the L. S. Ayres Department Store in Indianapolis said personnel people had an important job in moulding a firm’s good human relations. He said that if personnel administrators would analyze their function they would have to acknowledge that they are fundamentally teachers. If they kept that in mind they would overcome the tendency to make their profession too complicated.

The Canadian Personnel and Industrial Relations Journal will be published with the backing of the personnel associations, Harold Armstrong, president of the Ontario Federation of Personnel Associations announced at the conference. *The Journal* will seek to provide a network of communication among those who are working within the field of personnel administration and industrial relations in Canada. J. Rae Perigoe will be the editor.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT announced at the annual meeting plans for an up-to-date, fully-equipped management center in Melbourne. The meeting heard a stirring address by Walter Scott, Federal President of the Institute. After making a detailed report on major industrial trends overseas, Mr. Scott said Australians must face up to these searching questions: Can we afford to watch the productivity consciousness of the trade

unions and the public of other countries grow much faster than our own? Can we afford to ignore, except for individual initiative, the second industrial revolution taking place overseas? Can we remain indifferent to the great upsurge in education for management throughout the Western world? The Institute at the meeting re-elected president C. W. Brown, of E. T. Brown, Ltd.

San Francisco’s BAY AREA PERSONNEL WOMEN have had a group discussion to get suggestions for programs. Genevieve McDonald of the Zellerbach Paper Company, chairman of the program committee, led the discussion. The group expressed the opinion that more round-table discussions should be held, perhaps giving consideration to devoting half of the meetings to this type of program, provided the leaders do a thorough research job so that the discussions will be productive. Many concrete suggestions for programs were submitted, including education of the woman worker and her attitudes on the job; community resources for personnel women; training and on-the-job-training, and sources for recruiting. Specific speakers were also suggested. Sounds like a fruitful meeting, and an idea that other groups might like to try. Planning a program is a headache at best, and a program chairman should welcome this sort of help. There’s no better way of pleasing a group than letting them in on your plans.

THE NEWSPAPER PERSONNEL RELATIONS ASSOCIATION announces that two special reports by the Standing Committee have been completed. One covers the operations of the personnel department of the *Philadelphia Bulletin*, where NPRA director Dorothy Masterman is personnel director. A second report gives the results of a survey of credit unions at newspapers.

THE PERSONNEL AND INDUSTRIAL RE-

LATIONS ASSOCIATION OF LOS ANGELES is breaking membership records. A record of 686 in June was topped by a new high of 693 in July. Congratulations! Robert F. Smith, supervisor of training for Ryan Aeronautical Company, San Diego, told the Association, that "joining" is the heart of induction. He holds that new employees are joining a group, and that joining, rather than loading the employee with a mass of rules and regulations, is the real induction. As a part of a program to assist educators who are concerned with

vocational guidance in the Los Angeles area, PIRA through its educational planning committee, is co-operating with Franklin High School, Los Angeles, to prepare youngsters to enter business and industry. PIRA will arrange for a panel of speakers for "Vocation Days," which are to be held by the school. These speakers will appear before groups of 10th graders, who are at the most impressionable age and who are in greatest need of help in vocational planning. Here's an idea that might well be widely copied.

Attending the Conferences and Workshops

DO EMPLOYERS COMMUNICATE WITH THEIR WORKERS DURING A STRIKE? To find out, members of the *Industrial Relations Workshop* at New York University's Management Institute conducted a survey among 32 New York area firms that had strikes last year. Results of the study show that:

1. Sixty-six per cent of the companies did attempt to maintain contact with workers while a strike was underway.
2. Companies having strikes of short duration, employing relatively small numbers of people, and able to maintain full-schedule operations, or almost full-schedule, generally did not attempt to communicate with workers.
3. On the other hand, where the strikes extended for longer periods of time and involved a larger number of employees, and where operations were entirely suspended or production was continued on a limited scale, the companies attempted by some means to maintain communication.

Fifteen different methods were used to reach striking employees. Most employers sent a letter to the strikers' homes. Others tried a formal talk by management representatives. A few distributed circulars and posted notices. Other methods included advertisements in newspapers and on radio and television, a public address system

directed to picket lines, telegrams to workers' homes and personal chats with workers by employers' representatives.

NYU's Industrial Relations Workshop seeks to advance industrial study, research and training in all areas of management-labor relations. It is designed to serve specialists in the field by the seminar method. Last semester more than 35 persons, representing some 30 firms, participated.

THE UNIVERSITY OF MINNESOTA INDUSTRIAL RELATIONS CENTER is celebrating its tenth anniversary. First event on the anniversary schedule was an all-university convocation on October 14, followed by a luncheon and IRC open house. Representatives of more than 30 professional associations attended a dinner meeting. Special recognition days in honor of persons holding the IRC Research Affiliate Certificates will be held in conjunction with each of the two IRC sponsored conferences: the seventh annual labor conference February 17 and 18 and the thirteenth annual industrial relations conference April 4, 5 and 6.

During its first 10 years the center has conducted research on nearly every phase of industrial relations, ranging from manpower mobility and utilization of older

employees, to the evaluation of industrial communications programs and the study of management development programs. Included in the center are laboratories devoted to professional studies, management development, manpower mobility and marketing, union services, triple audit research, communications, and engineering personnel research.

THE UNIVERSITY OF WISCONSIN'S INDUSTRIAL MANAGEMENT INSTITUTE conducts a series of one-day conferences throughout the year. Meetings are held in the Memorial Union Building at a cost of fifteen dollars per meeting or seventy-five dollars for a series of six. Personnel managers' conferences consider such subjects as: the human side of management; improving plant communications; improving selection and placement techniques; the effects of industrial engineering on employee attitudes. Among the conference leaders are Dr. Dwayne Orton, educational consultant and editor of *Think Magazine*, International Business Machines Corporation, New York; Dr. Wesley Wiksell, professor of speech, Louisiana State University, Baton Rouge, Louisiana; William Sadler, Jr., senior partner, Sadler and Associates, Chicago; and Richard E. Sullivan, chairman, department of commerce, extension division, University of Wisconsin.

Labor Relations Managers Conferences will talk about communications, an important tool in labor relations; how to get supervisory participation in the labor relations program; and how to prepare for negotiations, among other subjects. Speakers include Ernest S. Brandenburg, assistant dean, University College, Washington University, St. Louis; David A. Wolff, chairman of the appeal board, Chrysler Corporation; and Eugene X. Humphrey, director of industrial relations, electro-motive division, General Motors Corporation, La Grange, Illinois.

ADMINISTRATION is to be held this month by the *Civil Service Assembly*. A series of short summary reports on significant developments in personnel research, public relations, and better work methods will open the conference. Later, concurrent sessions are to be held on selecting good supervisors; labor relations in the public service; classification and pay plans for smaller agencies; personnel policies and employee morale; layoff practices; and handling unskilled labor under civil service. A series of table-top breakfast discussions will give everyone an opportunity to participate.

THE COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION held its annual conference in August at the University of California, Berkeley. J. Herman Mattson, training coordinator, Ford Motor Company, spoke at the banquet on supervisor training. Donald MacKinnon, director of the Institute of Personality Assessment and Research, UC, spoke on techniques for measuring personal and occupational effectiveness, and conducted a workshop on the use of tests in the selection of personnel. Job design was described by Ralph Canter, assistant professor of psychology at the University of California.

THE NATIONAL METAL TRADES ASSOCIATION held its annual conference in September at Lake George, N. Y. Dr. David Guy Powers of Queens College spoke on how to sell an idea. Language traps in business affairs were pointed out by W. Benton Harrison, treasurer and vice president, Sylvania Electric Products, Inc., New York. Among other topics discussed were cost reduction through work simplification; grievance interviews; testing. Philip Lovejoy, past general secretary of Rotary International, told how to streamline pronouns, and Victor Riesel, foreign correspondent and labor editor of the *New York Daily Mirror*, spoke on iron-curtain management.

THE SOUTHEASTERN PERSONNEL CONFERENCE, held at Duke University September 15 to 17th, heard an address by Phillip R. Rodgers, member of the National Labor Relations Board, Washington, D. C. Other speakers included Harold Stieglitz, of the National Industrial Conference Board, New York, who talked about fringe benefits, and James L. Williams of Erwin Mills, Inc., Durham, who spoke on developing workers' cooperation. Interviewing was discussed by Charles B. Wade, Jr., of the R. J. Reynolds Tobacco Company, Winston-Salem, North Carolina. James E. Gardner, of Fieldcrest Mills, Spray, North Carolina, described testing.

A GOVERNMENT AGENCY HAS DONE SOMETHING ABOUT MANAGEMENT DEVELOPMENT. The California State Personnel Board, training division, acted as coordinator for a seminar sponsored by the Stanford Graduate School of Business in July. The purpose of the seminar was, through the use of the Harvard "case method", to find better ways of dealing with management problems in the custody, care and rehabilitation of the thousands of persons in California state institutions. The seminar was unusual because the training was concerned not only with discussing operational cases, but also with the development of the administrator's personal skills in dealing with his people. Conference leaders were carefully selected for their ability to help the administrators become

more aware of their perceptions and communicative skills through a group process. Six of the conference leaders were on the faculty of the Western Training Laboratory for Group Development held annually at Idlewild. Speakers included Paul Pigors, professor of industrial relations, Massachusetts Institute of Technology; Dale Yoder, director of industrial relations center, University of Minnesota; Paul E. Holden, professor of industrial management, and Carlton A. Pederson, professor of business management, graduate school of business, Stanford; and Austin H. MacCormack, professor of criminology, University of California, Berkeley.

YOUR KEY TO GREATER PRODUCTIVITY—TRAINING, was the theme of the *Ontario Society of Training Directors' Conference* held September 16 in Toronto. R. M. Robinson, vice president and general manager, Electronics Division, Canadian General Electric Company, Limited, spoke on "management looks to training". The dynamics of group discussion were described by T. J. Mallinson, of the Toronto Psychiatric Hospital. What training has done for us, was the topic chosen by J. Patterson, manager of industrial relations, Oakville Division, Ford Motor Company of Canada Limited. A film, "All I Need Is a Conference!", produced by General Electric Limited, was shown. At the dinner meeting W. Line of the department of psychology, University of Toronto, spoke on trainers.

Appointments and Promotions

WILBUR W. LAUER, JR., who resigned as vice president of Sharp and Dohme during the summer, is now associated with Emhart Manufacturing Company of Hartford, Connecticut. Mr. Lauer had headed up Sharp and Dohme's industrial relations since 1942: a native Pennsylvanian, he had been active in many business and civic organizations in and around Philadelphia.

CHARLES A. KRIEGER, formerly Mr. Lauer's assistant, has been appointed director of industrial and public relations for Sharp and Dohme, division of Merck and Company, Inc. He has been with the company for 18 years, holding several executive positions in sales, distribution and purchasing.

ROBERT T. DOERR is the new manager of Eli Lilly and Company's employment department. He succeeds Richard M. Yoho, who died last Spring. Mr. Doerr joined Lilly's in 1940 as a member of the service department and was soon transferred to the dry finishing department, where he gained experience in production. Returning to the company in 1945 after three years of military service during World War II, he was assigned to employment and served as a personnel representative and chief of personnel services. For the last year he has been the administrative assistant to the director of the personnel relations division. Eli Lilly and Company is an Indianapolis firm.

CHARLES E. GRAVES has joined *Koppers Company, Inc.* as manager of labor relations, central staff, according to a recent announcement by Van H. Viot, manager, industrial relations department. Koppers is located in Pittsburgh. Mr. Graves served as personnel administrator with the New Jersey Zinc Company for seven years. He specialized in labor relations. In that capacity he handled labor negotiations and arbitrations, and gave staff assistance on labor relations to the plants. From 1943 to 1947 he served as director of personnel for the American Safety Razor Corporation. Before that he had been with the Dictograph Products Company. A native of New York, Mr.

Graves is a graduate of Brooklyn Law School and St. John's University of Brooklyn.

NATHANIEL CANTOR has been appointed as a consultant for the United States Foreign Operations Administration on a six-months assignment in Western Europe. He will visit England, Denmark, Holland, Germany, Austria and Belgium. He will work with training directors of industry. Representatives from the various countries will meet for intensive workshops in which American developments in human relations programs will be discussed. The members will be helped to learn, through direct participation, about new ideas in leadership training.

VINCENT W. GILLEN, personnel director of *Reeves Instrument Corporation, New York*, has resigned to accept an appointment as professor of management at Hofstra College, Hempstead, Long Island. He will also act as director of personnel for the college, and consultant on labor and employee relations to a select group of companies, including Reeves Instrument Company. Before joining Reeves he was personnel director for the Liggett-Rexall Drug Company, New York region. Earlier, Mr. Gillen had been employment manager of the Otis Elevator Company, New York.

What's New in Publications

A CLUTCH, COVEY, OR FLOCK . . . ANYWAY, A BUNCH . . . OF NEW EMPLOYEE HANDBOOKS has come across the editor's desk. They are all sizes, shapes, and colors. Some are long and some are short, some have abstract designs on the cover, some have photographs, some have gay cartoons. But they're all good, and they all should make a new employee feel welcome and wanted. Three out of four emphasize "you"

and have the word, or some form of it, on the cover. This seems like sound psychology even though there is some tendency, necessarily, for the booklets to sound like the girl who said, "Let's talk about *you*, what do *you* think of me?"

The Washington (D. C.) Gas Light Company, uses photographs, and a touch of blue on *Our Business and You*. The detailed, 44-page booklet is divided into two

sections. The first part, "You", talks about "you have joined us, what you expect, what is expected of you, security with opportunity, a fair rate of pay", and so on. Part 2, "Your Company", gives a departmental organization chart, a brief history, company ownership, properties, customers, and a map of the territory served by the company.

The Radio Corporation of America, Victor Division, titles its handbook, *Working Together at RCA Victor*. Color, photographs, and cartoons make the booklet attractive. An index increases the usefulness of the booklet. The idea of teamwork is played-up. "You are now a member of a winning team. You will find that your team-mates who have been outstanding in their contributions to RCA Victor's success have won recognition and advancement. No matter how well you and I do our jobs we always can do them a little better. That is the RCA spirit!"

The Valley National Bank of Arizona stresses the idea of opportunity in its handbook, *Your Future with the Valley National Bank*. A design showing the scaling of a ladder illustrates the text: "... whenever a better job opens up, it is always Valley Bank policy to promote someone already in the family, if at all possible. In an organization this size there will always be opportunities to advance. You need only to prove your ability to progress." The end sheet again hits the ladder theme: "The last page of this book symbolizes not the end, but the beginning—the start of your career with the Valley National Bank. Learn your job. Be accurate, punctual, enthusiastic. Make the most of your opportunity. Grow with the Valley National Bank."

Carrier Corporation, Syracuse, New York, has put together a handsome brochure, designed to sell the company to college students. *Your Career at Carrier* has large pictures, large print, and large ideas. "Opportunity unlimited: air conditioning

... one of America's great growth industries ... offers a bright future to the graduate engineer. The air conditioning industry offers, today, the type of unlimited opportunity you seek." The publication is primarily a recruitment tool and, as such, does a good job. The tone is understandably different from the booklets which are essentially handbooks. I can't help wondering if an employee who has had a big build-up from such a booklet isn't brought up a little short by the more paternalistic tone of the employee handbook.

THE KNACK OF MANAGING is the title of a 207-page, paper-back book published by Factory Management and Maintenance, 330 West 42nd St., New York City. The price is 50¢. The authors are Lewis K. Urquhart and Herbert Watson. The book is a chatty, easy-to-read discourse on management which makes it sound very much like a knack. A liberal use of italics and block capitals makes you feel that you're learning something. A manager, according to the authors, must plan, organize the work, handle the "help", conserve and care for the business or job. They conclude that "more than anything else we have seen why the manager who has made a success in one business can step right into another and make the same brilliant record. His business, after all, is not ships or shoes or sewing machines. It's MANAGING. And that job, in its fundamental principles, is the same, whether it's running the US Steel Corporation or operating a peanut stand. That's our story—and we'll stick to it."

HIGHER PRODUCTIVITY IN MANUFACTURING INDUSTRIES is the title of a new paper-back book published by the International Labor Office. The Washington branch of the office is located at 1262 New Hampshire Avenue, Washington 6, D. C. This scholarly analysis is the result

of the deliberations of experts from various countries, and studies made in preparation for the meeting by the International Labor Office. An important section of the book is given to personnel policy. Any personnel people interested in practices in other countries, as well as in personnel standards, will find this book of value.

KEEPING PEOPLE HAPPY ISN'T ENOUGH, says Roger E. Gay, president of the Bristol Brass Corporation. In No. 198 of the management reports issued by the California Personnel Management Association, he goes on to say, "You cannot whip up some kind of synthetic friendliness among the men and women in your organization. You cannot buy happy employees with turkeys at Christmas or with free beer at the company picnics in August. We must not fool ourselves that this primitive approach will do anything to build sound human relations in industry. What we should be striving to do, what I hope all company presidents and personnel directors will try to achieve, is to provide the men and women in our organizations with an inner satisfaction. This is a quiet but deep feeling that comes when employees receive recognition for their efforts and know they are participating in the affairs of their company." The reports are for sale at one dollar each from the Association, 2180 Milvia Street, Berkeley 4, California.

GADGETS AND GIMMICKS IN PUBLICATIONS include a game, a birthday card, and an unusual annual report. A brand new way of driving home to foremen the good and bad points of supervision has just been issued by *Executives' Service, Inc.* This is a game called "Super-Vize". The game is described as a "combination of chance, plus rewards and penalties for right and wrong supervisory acts". It can be played by two, three, or four persons. Each has a "man" who is advanced on the road

toward good supervision the number of moves indicated on a spun dial. Along this road are situated various numbered steps, identified with good and bad supervisory acts. If a "man" lands on one of the former, he is rewarded by one to four free moves; if he lands on one of the latter, he has to go back several penalty steps. The game is described as easy and absorbing to play; also as a "new and painless" means of communicating certain basic supervisory techniques. Sounds like the very thing to while away a lunch hour with the boys in the shop. *Executives' Service, Inc.*, is located in Mystic, Connecticut.

American Brake Shoe Company improves employee relations by sending workers birthday cards bearing a light, humorous message on safety. The card is signed by all members of the safety committee at each particular plant in the division and is sent to the employee's home. According to Walter G. Anderson, public relations, the little gesture has had a wonderful public relations effect which is crystallized in the remark one recipient made on receiving his card: "That's the nicest thing that happened on my birthday." The card I saw says "Why Safe Workers wear eye protection on the job" on the cover. Inside the card a pair of glasses is pictured and the caption reads, "To See you have a Happy Birthday!"

Daystrom, Incorporated, of Elizabeth, N. J., compares its year's work to a game of marbles in the annual report recently issued. Thomas Roy Jones, president, likened the 100 cents in a typical Daystrom income dollar to 100 marbles and said, "Let's see who was shooting for the money and how much each won". The center pages of the folder show caricatures representing materials and services, employees, wear and tear, interest on loans, federal taxes and shareholders, each knuckling down and shooting their share of the marbles out of the ring.

Looking Over the Employee Magazines

THE UNIVERSITY CIVIL SERVICE SYSTEM OF ILLINOIS publishes the *Campus Pathways*, "an avenue to the other fellow's yard and a place to talk together." Kathryn G. Hansen is the editor, with an office at 1205 West California Street, Urbana, Illinois. She recently used pictures of employee's children in assorted expressive poses to illustrate humorously "Why I think I am Entitled to a Higher Score on My University Civil Service Examination." Captions were evidently quotations from excuses and alibis for real exams.

EVERETT PULP AND PAPER COMPANY, A DIVISION OF THE SIMPSON LOGGING COMPANY, EVERETT, WASHINGTON, publishes the *Simpson Lookout*. C. L. Nordstrom, personnel and safety director, writes that, "The Simpson Lookout serves a threefold purpose: 1) it gives all the employees information regarding the company's various operations; 2) it serves as a public relations tool; 3) it provides our customers with information concerning the employees who make the product they buy. The magazine is mailed to over 3,700 employee homes and we have found that the employees' families anxiously await the magazine each month—this helps to bring the family members closer to the company." Dave James, Simpson publicity director, edits the magazine.

THE PACIFIC FIRE RATING BUREAU publishes *The Quote*. It is edited by the personnel department of the San Francisco office, and the editor-in-chief is Helen Kessel. This twelve page, eight-and-half-by-eleven magazine is printed in good, clear offset. The offset process makes a good-looking publication. The pictures come up clean and sharp and seem to have good depth. The print is easy to read, and there's no glare to bother your eyes. On the cover of a current issue are pictures of three men from

the publication and distribution department; the mail and distribution superintendent; the production control manager; and the printing plant superintendent. The pictures are informal, but dignified and even flattering. The feature story is a description of the functions of the department, with plenty of good action pictures to illustrate it. It looks like a friendly, comfortable place in which to work. An employee magazine which can show this, rather than preach it, is a success.

WILSON AND COMPANY, INC., CHICAGO, publishes a large magazine, *Wilson's Certified News*. The 66-page publication is edited by Harriet Davis, with L. O. Green as editorial director. A good idea for a feature was used in a recent issue. An article called "With Honors" listed scholarships and awards granted to children of various employees. Pictures of the recipients illustrate the piece. Departments are described in other articles, and there are pictures and lists of long-service employees honored by the company. A safety campaign, put on by the company in Brazil, produced pictures to catch readers' attention.

THE HARRISBURG REGION OF THE FARM BUREAU INSURANCE COMPANIES, in Pennsylvania, publishes *The Chatterbox*. This six-by-nine-and-three-quarters-inches magazine runs to twelve pages. The cover is coated, and the back covers of the two issues that came across the editor's desk carry safety jingles. "A Line A Day" is a picture story about an employee who is the wife of a service man. Stories about charities in which employees are interested make good features. A driving course and a riding course served as the subject matter for other readable stories. There are more pictures than text in the magazine, and the pictures are good. Grace Burnett is the editor.

HELP WANTED

PERSONNEL MANAGER: Nationally known company now making plans for expansion. Opening in Charlotte, N. C. for an outstanding, experienced, college-trained personnel manager (30-40). Opportunity to administer all phases of personnel administration. Advancement possibilities, salary, benefits, freedom to use initiative are unexcelled by any company. Reply Box 301.

EDITORS AND ASSISTANTS wanted immediately, for publications in the fields of personnel administration, supervisory training, general management. Editing, rewrite, some creative writing. Some pertinent background essential on top jobs, desirable on others. Applicants should discuss job goals, interest in fields involved. State salary. Highly respected, well-established organization in New York City. All applications will be held in the strictest confidence; our own people know about this advertisement. Reply Box 302.

POSITIONS WANTED

PERSONNEL ASSISTANT:- OFFICE MANAGER: B.S. Business Education, Texas Christian University. MBA degree Personnel, Syracuse University. 6 years experience including 4 years military service. Age 35. Willing to relocate. Resume on request. Reply Box 299.

INDUSTRIAL RELATIONS: Four (4) years experience in all phases of field. Manager $2\frac{1}{2}$ years for precision metal working company of 400 employees. Presently in staff position with major company, but desire more challenging position with another small or medium sized manufacturer. Prefer position with variety. Married, age 29, I.R. degree. Resume. Reply Box 300.

INDUSTRIAL PSYCHOLOGIST: 3 years experience in testing, counseling, guidance, placement and research. 3 years experience in industrial training, planning, organizing, and teaching. M.S. degree. Age 33, married, 2 children. Reply Box 303.

DESIRE HUMAN RELATIONS POSITION including selecting and orienting new employees, supervisory training, employee information and activities, safety, counseling and group meetings. 8 years experience in related fields. B.S. in Education. Age 33, married, two children. Reply Box 304.

OPPORTUNITY IN PERSONNEL OR RELATED WORK desired by young married veteran, presently employed. '50 graduate BSBA with personnel major; two years experience as office manager; $2\frac{1}{2}$ years in purchasing with major oil company. Willing to consider any offer. Interview can be arranged. Reply Box 305.

PERSONNEL ADMINISTRATION: Because of a change in organizational structure, a woman personnel manager is available. 15 years of personnel assignments in labor relations, counseling, job evaluation, recruitment, selection, testing, and editing of employee magazine. Mature judgment, keen perception of human relations, proven record of accomplishments, continued education in field. Capable of setting up and supervising Personnel Department. Desire Chicago, Illinois or suburbs where currently employed. Reply Box 306.

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

MANAGEMENT DEVELOPMENT, Training Director or Personnel or Industrial Relations Assistant position wanted. Presently heading up Training Department in a large machine manufacturing company. Thoroughly experienced in all phases of employee and management development. 5 years experience in training. Mechanical and Engineering background. 5 years college with B.S. degree. Will relocate. Reply Box 308.

INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT: Several years in industrial relations and personnel management in steel industry. Broad experience representing management in administration of labor contracts; supervising employment, safety, training programs, developing procedures pertaining to wage rate, technological, production, legal problems. Capable as director or assistant director. College and post-graduate law degrees. Age 49. Resume/interview. Reply Box 309.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 7

Contents for December, 1954

<i>Conference Calendar</i>	242
<i>Editor to Reader</i>	243
<i>Articles</i>	
The Role of a Free Press in Employee Communications. . . Lewis H. Spence	246
Profit Sharing Pays Us Handsomely. Russell L. Binder	254
Your People Can Read Better. George S. Odiorne	256
Empathy in Personnel Management. Irwin J. Schultz	258
Martha, Mary and John: Each Had a Personal Problem. Gladys D. Meyer	260
Layoffs of Unorganized Employees. John W. Pryor	263
<i>Books Reviewed</i>	265
<i>Personnel Research</i>	<i>Reviewed by Margaret W. Moore, Ph.D.</i> 267
<i>Across the Editor's Desk</i>	<i>Gleanings by Dorothy Bonnell</i>
With the Local Personnel Associations	270
Attending the Conferences and Courses	272
Looking Over the Employee Magazines	274
What's New in Publications	276
<i>About the Authors</i>	253
<i>Help Wanted and Positions Wanted</i>	280

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

DECEMBER

28-30 Detroit, Mich. Leland Hotel

Industrial Relations Research Association. Seventh Annual Meeting. IRRA, R. W. Fleming, Secretary-Treasurer, Park & University, Temp. 3 Room 5, Madison, Wisc.

JANUARY

13-14 Cleveland, Ohio. Carter Hotel.

Cleveland Personnel Association. 14th Annual Northern Ohio Personnel and Executive Conference. B. F. Doyle, Asst. Manager, Information & Statistics, The Cleveland Chamber of Commerce, 400 Union Commerce Bldg., Cleveland 14, Ohio

20-21 New York, N. Y. Hotel Astor

National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.

24-27 Los Angeles, Calif. Statler Hotel.

American Management Association. General Management Conference. American Management Association, 330 W. 42nd Street, New York 36, N. Y.

FEBRUARY

12-14 Lafayette, Ind. Purdue University

Purdue University. Ninth Annual Industrial Recreation Conference. Engineering Administration Bldg. Room 401, Lafayette, Ind.

14-16 Chicago, Ill. Palmer House

American Management Association. Personnel Conference. James M. Black, Div. Manager, AMA, 330 W. 42nd Street, New York 36, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

THE 22ND ANNUAL INDUSTRIAL RELATIONS CONFERENCE was held at the Graduate College of Princeton University September 14-16. I was privileged to attend as the guest of Doug Brown, who is head of the Industrial Relations Section and the presiding genius over the conference.

His program was timely and his speakers well chosen. I was not able to hear all of them, but particularly enjoyed the give-and-take between the speaker and the audience which followed the address of Victor G. Reuther on "Issues in Collective Bargaining". Mr. Reuther responded readily to all of the many and varied questions, though at times some of the audience felt that his response was not an answer. I suppose this is to be expected from one in his position when put "on the spot". Mr. Reuther made an interesting suggestion: that employment be pooled among a number of companies in the same locality and engaged in the same type of industry. I don't know how practical this is, but the thought was that this might enable employers to fill each other's peaks and valleys by this exchange of manpower.

H. B. Kiphuth of Westinghouse Electric Corporation made some sound comments on executive development. He pointed out that the acid test of such a program would be whether it would help the man now and also provide development for him in the future. He made a point which is usually overlooked in thinking about executive development; he said "You can't push or pull people to improve—they must want to improve themselves. Only then can you help them."

It seemed to me he focused executive development in an interesting summary. He said that by all odds the most important aspect of executive development was the individual coaching by the man's boss.

Most of us will echo that emphasis as we look back over our own experience and remember the valuable lessons learned from a good boss. Second, he pointed out that work experience is important; and third—and last—specific education and training programs. The speaker's emphasis on the first two elements of executive development was refreshing after all we have heard about making executives by sending them to college courses or putting them through a few special training classes.

The Princeton Conference differs from almost all others in the breadth and generality of the topics. It might be called a conference on the philosophy and economics of human problems in business and industry. Unfortunately, it is the type of conference that cannot accommodate more than about 100 people, and the demand far exceeds this number. It is one, however, that should be on your list and it will be an experience that you will value.

I AM AGAINST COMMUNISM. I believe it is the most active and destructive force ever let loose on the world. No communist can be trusted in any way whatever. No matter what they say, their aims are always the same, world domination—and the denial of individual human rights.

Consequently, I am in sympathy with Joe McCarthy's efforts to uncover communism and communist sympathizers wherever they can be found. Having laid the groundwork for my fundamental feelings, let me then add that I violently object to McCarthy's methods. They indicate that he is more interested in McCarthy than he is in suppressing communism, to put his actions in the most constructive light. Joe McCarthy has done incalculable harm to individual liberties. He has ridden roughshod over people and their rights. His

methods are detestable, and I think it is an open question whether he has done more harm than good in the past few years.

I have purposely touched on a controversial issue—my interest being in the preservation of individual rights and liberties—something which everyone in the personnel field should be zealous to do. But I well realize that others may hold another point of view just as strongly regarding McCarthy's activities. As a matter of fact, the opposing judgments were strikingly illustrated when I was in New York recently. I picked up a copy of the New York Journal-American, a Hearst paper, which had as an editorial a piece headed "Joe Wins". I think the last paragraph gives a fair idea of the slant taken: "Sen. McCarthy has had now two heavy investigations. The only accomplishment has been to disrupt the McCarthy investigations of communism; something the country time and again indicated it has wanted continued."

A few minutes later I secured a copy of the World-Telegram and read their editorial on the same subject under the title "Censure of McCarthy". The following extracts are characteristic: "They are instances in which, on the basis of any normal standard of ethics, the Senator's actions were reprehensible. . . . the Senate has no logical choice other than to accept the report—in the same dignified and dispassionate manner in which it was prepared."

The contrast between the opposite attitudes of these two editorials clearly marks the division of public opinion on the issue. I believe, however, that the Journal-American and many citizens have confused the issue. They are taking it for granted that anyone who is against McCarthy is in favor of communism—which is just what McCarthy would like to have us believe. On the contrary, I think many rational Americans who are against McCarthy are much more effectively against communism than McCarthy is.

THE PERSONNEL CONFERENCE OF THE AMERICAN MANAGEMENT ASSOCIATION was held this year at the Hotel Astor in New York on September 27-29. I was particularly interested in the talk by Howard Dirks, Vice President of Carrier Corporation of Syracuse. His topic was "How to Present the 1955 Personnel Budget". Increasingly, personnel men are facing the necessity of planning their program with such care that it will meet the test of a sensible budget figure. Howard gave many pointers that will be good to have in mind at the next budget time.

The conference was characterized, as always, by the extraordinary care with which every detail was organized. Jim Black, manager of the Personnel Division, was everywhere in evidence keeping the wheels moving smoothly. Larry Appley and Jim Rice, the "big wheels" of the AMA, were also much in evidence—and in great demand, too. The AMA conferences are rewarding for those who can attend. The next will be held in Chicago February 14-16.

"A HIGH PEAL OF ANGUISH against the workings of the law of supply and demand", is the way Thomas H. Robinson characterizes the article *Woo the Worker: Pay the Costs* by Winnifred F. Parke in our September issue. "Does my friend Mrs. Parke," he asks, "remember the arrogance and indifference of the automobile dealers in 1947? Has she talked to one lately?" Mr. Robinson, an industrial relations counselor in Los Angeles, continues in his letter to the editor:

"All too true is her statement about what went on at the state-wide meeting of our Association's Unemployment Insurance Committee. Most of the committee members are employees, and it was my motion against allowing unemployment compensation benefits to pensioners that was voted down.

"Yet this committee represents such a

good cross-section of responsible American thinking that, time after time, it has gone on record supporting decisions favoring long-time stability over what would be to their own temporary, but disruptive, gain. And, brother, that takes some doing.

"Our economic complex today is loaded with stupidities—it is not even free of cupidities—but when people cease to be interested in what serves their interest, then we have an end to enterprise of any nature whatsoever.

"The job is to show the people that these old economic failures dressed up with new names won't work, and that they are trading a priceless birthright for a mess of pottage. The planner paints in rosy colors which quickly turn to drab and lifeless gray when he mistakes the painting for realities."

In fairness to Mrs. Parke, we thought her point was that personnel directors, who certainly are of the management group, could reasonably be expected to identify their own best interests more closely with those of their companies. Giving unemployment benefits to pensioners seems unrealistic and ultimately unprofitable to all concerned, like the stupid behavior of some so-called automobile salesmen in 1947. . . . Does the gentleman there on the aisle want to be heard on this question?

"LET'S WRITE TRUTH LETTERS TO EUROPE." That's the suggestion of Republic Steel's president E. M. White. If you publish a company magazine you have probably seen Mr. White's editorial, which was reprinted and sent to editors over the country in the thought that many of them might like to get on the bandwagon.

I think it's a wonderful idea. One reason I think so is that many people are continually saying, in respect to government, taxes and other matters, "But what can I as a single little individual do about it—how can I have any influence?" This

plan gives them something concrete to do in stemming the tide of communism, than which there are few things more important right now.

Many employees of American companies have relatives and friends abroad. The proposal is for each of them to write a long letter to at least one of these relatives or friends, telling about the writer's life in this country; about his job, his home, the kind of food he eats, the schools his children attend, his freedom to travel, to talk, to criticize, to vote secretly.

A "gimmick" in Republic's plan which you may or may not wish to copy is that the company offers to pay the 8¢ postage and attend to the mailing of the letters for its employees. A flood of letters of the kind suggested could do a lot to counteract communist lies about this country. If you don't have the Republic "release" on the subject, write William D. Martin, editor of *Republic Reports*, Republic Steel Corporation, Cleveland 1, Ohio.

Incidentally, this gives editors an opportunity to demonstrate the power of the nation's "house organ press." I was mildly surprised a while back to learn that American business now publishes more than 6300 house magazines. The Republic magazine alone has a circulation of 85,000 copies; nobody knows how many millions of readers all company publications reach. Teaming up on a project of this kind they could generate a force of atomic proportions!

AT THE AMA PERSONNEL CONFERENCE already mentioned, Howard Dirks got a chuckle with this: "A personnel director who isn't 'fired with enthusiasm' should be 'fired—with enthusiasm'".

Ned Hay

The Role of a Free Press in Employee Communications

By LEWIS H. SPENCE, Communications Consultant
Lewis Spence & Company, Cranbury, N. J.

WHAT are communications? What can they be expected to accomplish?

Communications in industry are the fad of the moment. In its efforts to speak to its employees—and similarly, its stockholders and community—business has spent hundreds of millions of dollars in the past decade. It has turned out pamphlets and magazines by the ream, produced movies, established special training departments and visual aid sections. Companies are a-crawl with all kinds of psychologists, sociologists and readability experts, taking notes and asking questions—is management talking straight, has it got the attention of its audience?

Of communications, management has demanded everything from a swing to the Republican party, to persuading employees to wear safety shoes. Even the meaning of the word has become fuzzy. In general, the subject, we are told, falls under the heading of “human relations”. Thus communications stimulate “the exchange of ideas” and influence “attitudes”. In fact, “communications” has become a term like “character”; no respectable company wants to be without good communications; yet when it has them it can never be sure what it possesses.

The results of all this thinking and activity, most objective observers agree, are so far pretty dismal. A number of years ago *Fortune* devoted several issues to an extensive review of business’ efforts to communicate. The impression left was that management had its foot firmly planted in its mouth, its lungs full of hot air. Recently, the American Management Association, under a grant from The Ford Foundation, com-

A free press is essential to democracy. The house organ can be business’ free press for employees. To do a real job, however, able editors must have the confidence and full cooperation of top management, and must know what they are expected to communicate, and why. The author cites several recent surveys; one showed that the company president’s message may have more than ten times the impact of a “popular” light article.

missioned Douglas Williams Associates to do a survey of communications in the field of employee education. The conclusions:

“The net impression one gets is that while industry has hit a high level of activity in the educational area—especially in the economic area—*action for the sake of action* (report’s italics) has become the rule in too many cases. Almost everybody is doing something. Almost no one is taking the time or the trouble to evaluate whether its activities are worthwhile.”

Such criticisms are sobering. Among management there is a general awareness that its fate is tied up largely with its success in communicating with people. Not only overseas is American business on the mat, but here at home it is being subjected to many probing, though certainly friendly, questions.

In the current period of economic readjustment, it is particularly important that

business get its message across clearly. Thus its dismal showing to date cannot be passed off lightly. It is time for a stock-taking and a thoughtful assessment of business' standards and aims in its communications activities.

The bellwether of business' efforts to talk with people is employee communications. In this area management has expended most of its energies and money. Also it is the most important area; management's first responsibility naturally lies with its employees. Thus, if we can root out the causes of its failures here, we can apply the lessons elsewhere. Similarly, the solutions we find to the problems in employee communications will help us solve problems in other areas. From an examination of employee communications, then, we can establish criteria to apply to all industry's activities in communications.

NOTIONS ABOUT COMMUNICATIONS

First of all, what is the explanation of business' failure in employee communications so far? To answer this question, let us examine a number of notions underlying much activity in the field today. This will not only clear away the cobwebs surrounding the term "communications", but also will help us answer that crucial question: what can they accomplish?

Recently a business leader offered a simple formula for employee communications:

"Let your employees hear your voice if it is only to say, 'do you think it's going to rain?' and give them a chance to realize that you are the same type of person they are."

Although this statement is an extreme one, it tells us two things about much of management's thinking on communications today:

1. It does not matter what management says so long as it says something.
2. Communications are some sort of

mysterious "open sesame", throwing open the gates to peace and good-will between management and employees.

Let us take the first assumption—namely, that it doesn't matter what management says so long as it says something.

In their report, cited earlier, Douglas Williams Associates has this to say on current communications programs:

"Far more attention has been paid to the question of how to reach the employee, than to the question of what to reach him with—or why."

It is always soothing to the ego to hear the sound of one's own voice. In business, however, this fascination with methods is often only a smokescreen, concealing a fundamental inadequacy: the lack of a formal philosophy or policy on communications.

WHY COMMUNICATE—AND WHAT?

Douglas Williams Associates point out that few companies have ever decided why, or what, they wish to communicate to their employees—whether it is to make them better citizens, to increase production, to reduce costs, or to promote a better understanding of the American economic system. Furthermore, programs are often undertaken at the whim of a particular executive or in quick response to some external circumstance, such as union pressure, government legislation, etc. The result: "Management is using a trial and error approach, but the trials—and the errors—are being repeated without objective appraisal."

This scatter-shot way of handling communications has led to two principal evils:

a. The prevalence of fads and an emphasis on media.

Uncertain of its motives and lacking a formal philosophy, management too often looks to package programs, i.e., ready-made programs mass-produced for industry

as a whole, and gimmicks such as panel discussions, comic books, etc., as a cure-all for its communications problems. By their very nature most such devices are doomed to failure, as they are an attempt to fit the job to the tool, rather than vice versa. Furthermore, seldom is one program or medium chosen over another for a considered reason. "In most companies," Douglas Williams Associates state, "expediency—not planning—influences the choice of particular media or techniques."

b. The myth of oral communications.

As the statement which provided our take-off point so clearly illustrated, business cherishes no fonder illusion than the one that oral communications are the touchstone of successful management. Hardly is there a communications manual or article written on the subject that does not emphasize this point, and the time and the effort that management has spent indoctrinating supervisors as communicators, holding group meetings, panel discussions, etc., are terrifying to contemplate. Behind all this mental effort and activity is a firm belief in the "personal" approach—i.e., "let's get together and talk man-to-man about mutual problems". Undoubtedly effective in small plants, does it work in large ones?

WRITTEN COMMUNICATIONS BEST

California Institute of Technology recently conducted a survey of nine companies to determine the sources of employee information. Its findings: far and away the most important source of employee information is planned, *written* communications (bulletin boards, company magazines, letters to employees, etc.). More significant yet, the study revealed that where employees do *not* look to them as their main source of information, that dreaded monster, the grapevine, invariably flourishes. Finally, in only one company were oral communications found to be an important

source of information for as much as a quarter of the employees. (Note: In that company, 17.2 percent of the employees looked to the grapevine for information, as opposed to 10.5 percent in the company with the most effective written communications program.)

WORDS HAVE THEIR LIMITATIONS

Our second proposition—that many businessmen have a distorted idea of the capabilities of communications—brings up a fundamental question of the limitations of the written or spoken word.

Recent years have seen the growth of a new "science"—propaganda or psychological warfare. According to its enthusiasts, there are no limits to what words can accomplish. All the free world need do, for example, to sweep away Communism is to win the "battle of men's minds". How is this done? By employing the methods of psychological warfare, e.g., the "truth campaign", "peace offensive", etc.

Beglamored by the claims of this "science", management has rushed to enlist its help—and with it brought in armies of experts. As a result, communications have gone "long hair". There are readability experts to count the number of words in each sentence, the syllables in each paragraph. Sociologists and psychologists have divided up the field into the study of "group dynamics" and "behavior patterns". Learned papers are written on the grapevine, on personality blocks, etc. In fact, the experts have introduced so many negative factors into the field that one is tempted to ask: if the communications program is effective, are all these matters really so important?

Now there is a good historical precedent for recruiting experts, and persuasive arguments in favor of propaganda. But in both there are also profound weaknesses.

To take the experts first: they are all very well in their special fields, but what

can they contribute specifically to communications? So far, we have found that the main problem in communications today is not *how*, but *what* to communicate. On this point, as we shall see, the expert's opinion is certainly no better than anyone else's.

Moreover, we have discovered that the best communications are written communications. Again, valuable as his technical knowledge may be, the expert here is miscast. There is nothing in any of the sciences—social or otherwise—that in any way qualifies a man to write anything readable. The readability experts have undoubtedly rendered valuable yeoman service in clearing business prose of some of its murkier obfuscations, but neither the 14-word sentence nor a seventh-grade vocabulary—the two *sine qua non* of “readability”—will ever by themselves make for good writing.

NOT AT WAR WITH EMPLOYEES

The objections to methods of propaganda are more serious still. For, although it is true that modern means of communications have had a great impact on world politics, the lessons learned there cannot be universally applied. That the Communists, for instance, have conquered half of Asia in a largely bloodless war of words does not mean that with a few well-turned phrases the worker can be made as docile and happy as a lamb in springtime. In the first place, the situation between the principals is quite dissimilar; appearances to the contrary, management and its opposite number, organized labor, are not locked in a life-and-death struggle for the mind of the employee. Their aims and aspirations, in fact, on the whole are compatible.

Secondly, in the field of politics, propaganda has won its victories chiefly by means of one weapon—the Big Lie. This is hardly a suitable tool for the executive who wants his employees to feel he is “the same type of person they are.”

What, then, can we expect of communications? The answer is as old as Homer: with the facts presented, the best we can *hope* for is that the truth will prevail. In other words, all that management can ask of communications is that a fair and accurate picture be given of its actions and intentions. The retouching job they can do is negligible. In fact, words are the poorest disguise.

MANAGEMENT NEEDS SOME ANSWERS

Is this really so modest an expectation? Also, what is the picture of itself that business should aim to give its employees? And how can we define, in terms of communications, the proper relationship between management and worker? These questions cannot be answered by resorting to tricks with words or by dodging behind a phalanx of experts. They go back to that old, nettlesome problem—the need for a formal philosophy of communications. This, however, brings management face to face with some soul-trying facts, and then to the necessity for some decisions.

Ordway Tead recently summed up his view of management's dilemma in the field of human relations:

“There is no rationale or philosophy of business capable of justification apart from a considered philosophy of life. . . There has to be a confronting and examining of the reasons why business functions, of the meaning of its functioning, and of its human purpose in a democratic society.”

In this statement the key thought lies in the phrase, “its (business') human purpose in a democratic society.” Abstractly, this phrase has a multitude of implications. In the context of communications, however, it has a precise and definite meaning, which is linked inviolably to the traditions of a free press.

Throughout history man's ideas of democracy and of a free press have become

tied together so closely that now they are all but synonymous. For who, except the Russians, can conceive of a democracy without a free press, or vice versa? Similarly, the degree of a press' freedom is to a large extent an accurate measure of a nation's democracy. Thus, for our purposes here, the meaning of the phrase, "its human purpose in a democratic society," is that, in communications, business must grant its employees a "free press".

But what, management may ask, are the elements of a free press? Leaving aside the complex role of the press in modern society, we can define a free press as: 1) free access to, and exchange of information, 2) respect for the audience.

WHAT TO TELL EMPLOYEES?

A favorite topic among communications specialists today is the problem of what, and what not, to tell employees. Should information affecting a company's competitive position be given out? Should employees be told of all important policy matters, or only about decisions directly affecting them? To my mind these discussions beg the vital question. For, to management, the problem should not be whether the dissemination of information will impair *its* freedom of action, so much as whether the lack of it may undermine *employee* loyalty and morale.

Behind much of the glib talk about a free press are some fundamental ideas affecting our faith in democracy itself. Chief among these is the belief that the advantage gained by informing the public far outweighs the injuries suffered by letting our neighbors know what we are up to. Also there is a conviction that, in the long run, an aware and educated people will look out for themselves better than one held in ignorance. These are the tenets that business must take to heart if it is going to live by the faith in democracy it professes.

Obviously, on the point of free access to and exchange of information, there are degrees of performance. In opening its heart to its employees, business by no means need bare its breast or disclose all its secrets in public. Required is only a conscientious concern for the curiosity of its employees in matters bearing on their own future welfare. After all, the employee *is* business—he is the maker, the buyer, the thinker and inventor, and when he buys stock, even an owner in business and the produce of business. Thus he has a moral, if not a legal, right to know what is going on.

TREAT EMPLOYEES AS ADULTS

Many studies have been made of employee interests. In regard to company information, the matters that an employee wants to know about are neither very numerous nor complicated. In simple terms, he wants to know about his own company and industry—how it is doing competitively, about its new products and processes, about management's major shifts in policy, its outlook on the future and past. Above all, he wants to know how *he* fits into the picture, how decisions and policies are going to affect *him*.

Finally, there is one point on which he is insistent: he wants to be talked to as an adult and responsible citizen. When a man earns his livelihood from a company, he is not obligated to love it. On the other hand, the fact that he is a member of "labor" does not make him, per se, an enemy of management who has to be "sold" on the company.

There is no need for wheedling and cajolery. The employee merely wants the facts. If it is a complicated subject, gimmicks such as comic books or film strips are extremely helpful, but they are not an end in themselves. Furthermore, there is something in us that resents condescension, and it smacks of condescension when every-

thing from an annual report to a manual on safety is in comic book form.

These, then, are the elements of a free press in business: a respect for the curiosity and intelligence of the employee. Its establishment does not require management to surrender one jot of its authority or turn the communications program into a "gripe session". Communications are a means of transmitting information; there is no more reason for them to descend to registering only the complaints of employees than for the *New York Times* to turn over all its columns to readers' letters. Nevertheless, the idea of a free press requires business to speak its mind more openly than in the past. However, if we trust our democratic ideals, this should strengthen the business community, not weaken it.

But there is still the skeptic who demands proof that the employee is really interested in the serious aspects of business. Is he not more interested in sports and social news, in plant gossip, and in the tidbits here and there about who is being promoted, who being transferred? Also, isn't it true that the average employee can't understand anything but the ABC's of business, so that he has to be talked down to?

This is the line of thinking that, consciously or unconsciously, is still prevalent in many companies. It is responsible for the communications material that has made cuss-words of such expressions as "company propaganda" and "the management line".

WHAT WILL EMPLOYEES READ?

For the first time recent research has brought to light facts that allow us to reply to these skeptics. The answer to their questions: a resounding "no".

In perhaps the most revolutionary study yet done on the subject of communications, the Opinion Research Corp. has probed precisely the questions we have

raised here: what will employees read or not read about their company operations. Its findings not only explode many of the experts' pet theories, but emphasize what every good editor or writer has known all along: namely, that employees, being people, will read and understand almost anything about their companies *provided* it is made interesting, simple and believable. In fact, the study showed that serious information, that is, information on policy, operations, etc., when well presented, will usually outdraw all other types of information, including such stand-bys as sports and entertainment.

NINE HOUSE ORGANS STUDIED

These startling revelations are the result of a year-and-a-half study of nine employee publications, in which the reader "impact" method was employed for the first time on such a project. Previously tested in advertising research, this method, in brief, checks what articles in a magazine an employee has read and what information and ideas he has retained from them. From these facts, it is possible to score the "impact" of a selected article—i.e., determine the percentage of readers who read the article and, of this group, the percentage who are able to "playback" at least one significant idea.

Briefly, what do we mean by information being well presented? How can management gauge whether its message is being told in an interesting, simple and believable manner? The Opinion Research Corp. defines these terms in this manner:

Interesting—"A real return for employees' time, notably 'useful information', 'important news', 'pocketbook appeal' (note: information that brings a saving to employees)."

Simple—"A clear and direct statement of the central idea."

Believable—"Proving assertions with pictures, testimony of experts, devices

that say to employees, 'this is reliable.' "

In actual interviews (some 5,200 were conducted in the study) these criteria stood up outstandingly. For example, a president's message, summarizing the company's annual report, but written to the specifications above (in interview form, in this case), had a readership rating of 44 per cent as opposed to a rating of 4 per cent for an article dealing with such a supposedly popular subject as employee hobbies. Furthermore, the study revealed that even the most complex subjects will win readership if the information is simply and understandably presented. In fact, one of the most outstanding articles tested, from a readership and impact standpoint, was a 5,000-word piece on the causes of inflation.

HOUSE ORGAN EMPHASIS SHIFTED

But more significant still is the case history of a company that revamped its whole employee publication to conform to the rules we have outlined. In general, this meant shifting the emphasis of the publication from "what this information means to the company" to "what it means to the employee". Also, the number of pages was slightly increased. Prior to the change, *claimed* readership of the magazine was only 21 to 39 per cent in four test plants. Current readership: *claimed*, 64 per cent; *proven*, 45 to 52 per cent in three tested plants.

To a writer or editor, the criteria we have outlined spell one thing: good journalism. There are no special circumstances separating the message of business from any other message. If management expects to be understood, it must follow the rules of exposition which are as old as the written word. Language is no respecter of position or profession; a chairman of the board is no more exempt from the fog of incoherence than any schoolboy.

This brings us to my concluding point. In its scramble to the top of the heap

American business has long recognized the indispensable role of the technician or specialist. It was this country that first put the scientist to work on the production line, the engineer inside a sales office. American business has taken mathematics and chemistry out of the clouds and put them to work on piston rings and toothpaste. It has even taken the artist and given him a job on product design and advertising lay-out. But the writer? For the most part, it has patted him on the head—an egghead, of course—and told him to go run along. That, or it has flipped him a pad and ordered him to write to dictation.

EDITORS UNTRUSTED, UNDERPAID

With rare exceptions, the writer in industry is underpaid, unlistened to, and untrusted. Studies by the International Council of Industrial Editors and the Opinion Research Corp., for instance, show that the average editor in industry is given no stated objectives or policy to pursue; has little, and often no access to information; and rarely gets advice or guidance from the top. In addition, invariably his budget is too small, his staff insufficient and his duties too numerous.*

The results of this neglect can be spelled out in black and white. In an earlier survey, the Opinion Research Corp. found that the average editor does an indifferent and often aimless job, in which management's prime concerns are overlooked and its problems obscured. In contrast, where the editor has received the backing of management, he has consistently targeted the communications program to management interests, i.e., problems having a direct bearing on company, therefore em-

* A recent survey, conducted by the ICIE, showed that only 30 per cent of industrial editors reported directly to top management (president or vice-president), while 48 per cent said they spent less than one-half their time on direct communications assignments. Most surprising figure: only 15 per cent reported that they had previous news-writing experience.

ployee, welfare. The proof: of "on target" editors (editors consistently hitting priority problems), 85 per cent claimed active management support, while of "off target" editors, only 46 per cent claimed management support.

Yet these facts are only symptomatic of a greater ill. In this vital field of communications, business, as we have seen, must work with ideas. Ideas are the nuts and bolts of a writer's trade. The writer need be no Shakespeare or Milton, but the fact remains that the transmittal of ideas in a clear and interesting fashion requires a high degree of skill and experience. So far, much of business' energy in communications has been spent escaping ideas. It has taken refuge in techniques and experts. But the one specialist, the writer, who might help it, business has neglected. Why? Could it be that the writer, if he is conscientious, forces business to a recognition of its awesome responsibilities toward its employees?

Business is confronted with an overwhelming decision. Can it measure up to

its protestations of good-will? Can it be free and democratic in its discourse with its employees? Even members of its own top echelon have pointed out its anomalous position—that of a largely authoritarian structure living in the midst of an egalitarian democracy. Already it has made tremendous strides in remedying this situation. Twenty years ago, for example, the idea of an employee having any right to information or knowledge about company policy was just beginning to stir in the conscience of management. Today the issue is in the forefront of the debate on business operations.

Largely through the technology of business, democracy has been made a *physical* reality in America. There is almost nothing in the way of goods that is not within the reach of the average man. But there are many areas still where there is mental and spiritual discrimination. In business the issue on this point rests mainly on its ability to establish a free press for not only its employees but, by the same token, its stockholders and the public.

About the Authors

Lewis H. Spence was a newspaperman; for three years he was a writer and correspondent for *Time* magazine, reporting largely on business and industry. More recently, and until lately, he was associated with The Ford Foundation as assistant to the director of the program in mass communications. On leaving there, he established Lewis Spence & Company at Cranbury, New Jersey, to serve as a consultant on communications, particularly in the field of employee relations. The firm also helps corporations prepare executive reports.

Russell L. Binder has been associated with the *Bergen Evening Record*, Hackensack, N. J., since January 1918. He went up the ladder rung by rung from office boy, through display and classified advertising, to the position of advertising manager and now business manager. Publisher Donald G. Borg of the newspaper tells

us that Mr. Binder also serves as personnel director—"to the extent that we have one".

George S. Odiorne was a production supervisor for American Can Company for ten years; taught economics and business administration at Rutgers University for four years including evening teaching. Since last year he has been in charge of in-plant training and management conferences in the University Extension Division at Rutgers. Mr. Odiorne is an arbitrator on the labor panel of the American Arbitration Association, a member of S.A.M., of the American Society for Quality Control, and of several boards. His article "Give Your Training Program a Chance" appeared in the May 1954 P. J.

Irwin J. Schultz did his undergraduate work at the Carnegie Institute of Technology and earned

(Continued on page 255)

Profit Sharing Pays Us Handsomely

By RUSSELL L. BINDER, Business Manager
Bergen Evening Record, Hackensack, N. J.

WHEN we of the Bergen Evening Record are asked whether our profit-sharing plan has resulted in conspicuously better teamwork, our answer is an unqualified Yes. I believe the reason is that the plan emphasizes the importance of the individual to the success of the enterprise.

First, let me say that our paper is a large "small daily". It is edited and published by Donald G. Borg in Hackensack, New Jersey, just seven miles from New York City as the crow flies.

Some years ago our publisher had a good deal of time for thinking while on a trip around the world. Being a real personnel man at heart, one subject of his thoughts was an equitable salary structure and the desirability of devising some method by which each individual staff member, both white-collar and printer, would be further rewarded for his or her contribution to the business. That was the real beginning of our "Five Year Plan".

This plan, briefly, represents a quasi socialization of the newspaper through which all the full-time employees share in its profits and losses. It was put into effect in 1940 and was designed to cover a 5-year experimental period. It has been revised, improved and renewed at 5-year intervals.

The Bergen Evening Record conducts an open shop. Both union and non-union workers are welcome in our business family. The only requisites for employment are honesty, intelligence, initiative and willingness to work.

Here is how the plan operates. At the close of each year, 50% of the net profits above 6% on the owner's net invested

Here's a report of a profit-sharing plan which last year gave every full-time employee a dividend of 26 weeks' base salary, and this year will give him a 70% bonus in addition. Personnel turnover is practically non-existent; all are more cost-conscious and production-minded. The article is from a talk at the last annual meeting of the Newspaper Personnel Relations Association.

capital is prorated among all the full-time employees as a salary dividend.

Net invested capital is determined at midyear by deducting the corporate liabilities (excluding capital and surplus) from the corporate assets, the resultant figure giving a fair average of net invested capital for the year. The shareholders of the corporation are entitled to a 6% return on their investment.

The net profits are determined by deducting operating expenses, which include depreciation and all forms of taxation, from operating revenues, which include advertising, circulation and other current receipts.

The other 50% of the net profits is retained by the corporation for further expansion and such other disposition as its shareholders may determine from year to year.

As this part of the plan was designed to make each employee conscious of the importance of efficiency and cost, let's see how it actually worked out.

In 1940, the first year of the plan,

every full-time employee received a dividend equivalent to 1 week's base salary; in 1941, 2 weeks'; in 1942, 3 weeks'; in 1943 and 1944, 8 weeks'; in 1945, 10 weeks'; in 1946, 16 weeks'; in 1947 and 1948, 18 weeks'; in 1948, 1950, 1951 and 1952, 24 weeks' and last year, 26 weeks'.

Now, the plan to be completely effective had to provide, in addition, an incentive for increased production. Therefore, to the foregoing salary dividend a salary bonus was added. This was based on annual advertising volume.

Base salaries have been established throughout the organization for the various levels of operation, all the way from junior clerks to publisher. According to the Five Year Plan a general salary bonus of 10% became effective when in 1946 annual advertising volume exceeded 6,000,000 lines. This meant that in 1947 every employee of the paper received an automatic 10% increase in his or her weekly base pay.

With every million-line increase in advertising volume since then came an additional 10% automatic increase in base pay. Last year, in 1953, our advertising

volume had reached 13,574,694 lines, an increase of 7 million lines since the bonus plan began in 1946. Therefore, starting January 2, 1954, each employee received a 70% bonus on his weekly base pay. Providing the salary dividend remains the same as last year, an employee with a \$50 weekly base salary will this year earn \$110.00.

The plan also provides for 10% base salary reductions, should there be a corresponding drop in advertising lineage. Thus far there have been no salary reductions.

We do not hold the plan to be perfect, but it has stood the test of time and has accomplished certain specific things.

It has definitely eliminated personnel turnover.

It has made each one of our 218 employees cost-conscious and alive to procedures that will save us time and money.

It has made them all production-minded in both advertising and circulation.

It has given to each a feeling of ownership; of being an important part of the Record family and a remunerative pride in the publishing of *their* newspaper.

About the Authors

(Continued from page 253)

his Ed.D. at the University of Pittsburgh. He served as Vocational Counselor and Industrial Coordinator with the Pittsburgh public schools; taught personnel and counseling courses in the extension programs of Pennsylvania State University and Trinity University. Dr. Schultz organized the Air Force Career Counseling Program and conducted research in personnel problems at Lackland Air Force Base, San Antonio, Texas. He became counseling psychologist with the V.A. Hospital at Downey, Illinois, last Spring.

Gladys D. Meyer, Manager of the Personnel Services Division of White-Rodgers Electric Company, St. Louis, studied at Drury and Southwest State Colleges at Springfield, Mis-

souri, and at Washington University, St. Louis. Her work has included teaching, social service, and writing in the fields of radio, advertising and entertainment. Mrs. Meyer is 1st Vice President of the International Association of Personnel Women, which happens to be "profiled" on page 270 of this issue.

John W. Pryor majored in journalism at the University of Iowa, and won his LL.B. degree from Northwestern University Law School. He practiced law for a period, and was budget director, assistant comptroller, director of labor relations and personnel for American Machine & Metals at East Moline, Illinois. Mr. Pryor is now a staff member of the Mountain States Employers Council, Inc., a non-profit service organization owned, supported and directed by more than 500 employers in the Rocky Mountain states. The Council's offices are in Denver.

Your People Can Read Better

By GEORGE S. ODIORNE
Associate Extension Specialist
Rutgers University

EXECUTIVES and staff personnel of every level are being offered courses to help them read faster and better. In many companies training directors find themselves in the happy position of being asked to arrange more sections of such courses, and speed reading is rapidly approaching public speaking's popularity of a few years back as a training course for company employees.

There is a sound reason for this. Executives and managers whose job requires the reading of vast amounts of printed materials, memorandums, letters, and reports are seeking relief. The increasing technical knowledge required of the average manager today requires that he keep abreast of an ever-increasing array of trade magazines, current events magazines, and books. Engineers, scientists, and other staff people face similar loads of technical reading. Coupled with the increased volume is the difficulty of retaining the important parts of what is read, or even of understanding some of it.

Private reading clinics, remedial reading clinics of universities, and in-plant training programs have increased prodigiously during the past five years. Articles in general-interest magazines, accompanied by simple reading-speed examinations, have stimulated further interest in the subject. The following suggestions are intended for the company planning to start such a training program, or for companies desiring to evaluate their existing course.

A simple set of rules concerning a reading improvement program is not easy to prescribe, due to the controversial nature of the subject. The reading clinicians—or experts—themselves are sharply divided as to the best route to reading improvement.

Practically everybody can read at least two or three times faster with good comprehension if given the right kind of help. The author surveys training methods and objectives. He warns that the trainer needs more than the ability to work the recommended mechanical gadgets.

Some favor the use of mechanical devices for training in perception-speed, while others prefer the more roundabout method which requires an increased vocabulary, knowledge of the organization of written material, and better analysis of material to reduce reading time. Good results have been achieved both ways, and the controversy rages around methods rather than results.

As a general guide, what can one expect from a course in reading improvement, and what are some sound rule-of-thumb tests of whether your reading program is as good as it might be?

1. *A Pre-course Test Is Desirable:* Every member of the class should be tested, and his reading speed and comprehension analyzed. The more complete the analysis the better. The average person will read at somewhere between 200–250 words per minute on average material, with about 85% comprehension. This test will give the student a starting score from which to measure his progress.

2. *The Course Should Provide for Outside Exercises:* It will be difficult to make good progress unless the students do certain

drills and exercises outside class. Inexpensive texts are available to make this outside work relatively painless.

3. *Classes Should Not Be Too Large:* Remedial reading in extremely bad cases is conducted in classes of four or five persons. For an average industrial training group fifteen to twenty persons of similar backgrounds can be handled by an experienced instructor. A larger class diminishes the effectiveness of instruction for each person. The progress of each student should be recorded during the course, and discussed with him, if necessary. Larger classes make this impracticable.

4. *Don't Have Too Widely Diversified Interests Represented:* People from technical divisions of the company, perhaps with Master's and Doctor's degrees, should not be mixed with people doing an entirely different type of reading, for example, personnel research. Experience shows that class dissatisfaction can arise from such mixtures.

5. *The Course Should Use Some Perception Training Equipment:* In the average industrial class, such tools as the tachistoscope to flash words on the screen, or the Harvard Reading Films, have an effect of stimulating interest and motivating the class to further effort. Their proponents declare that they are the heart of reading improvement because they train the eye to perceive more rapidly and accurately. In any event, a course which does not include them is apt to be questioned by an average group, since these devices have been widely heralded in magazines and on television. The psychological factor of maintaining student confidence in the instructor is part of the course content, and cannot be discounted.

6. *Some Attention Should Be Paid to Intelligence:* A certain amount of time should be spent in testing vocabulary, and outlining a program for improving it during the course. It is obvious that comprehension implies understanding of the

meaning of words: e.g. vocabulary. Further training along these lines would include such things as understanding how written material is organized by the author, in order that the reader may harvest the thought in the pattern in which it was sown. Concentration and intellectual curiosity should be stimulated to improve reading speed and comprehension. This is often the most difficult portion of the course, for it is less provocative and stimulating. Many teachers get it over with before introducing the machines and gadgets, thereby increasing the effectiveness of these devices.

7. *Expect Plateaus of Accomplishment:* The curve of reading speed and comprehension will rise quickly at first, and level off somewhere during the middle of the course. The student should expect this, and be warned against impatience or discouragement when it appears. Plotting progress on a graph chart is sometimes helpful in aiding people over this hurdle.

8. *The Course Should Eliminate Blocks to Good Reading:* The student reading at less than his maximum potential reading speed and comprehension should be told of the reasons for his poor reading, and a personal development program arranged for his benefit. Such blocks as lip-movement while reading, regression of the eyes back over material already read, and the reading of single words rather than sentences or paragraphs should be pointed up and corrective instruction given. The films are valuable in this regard.

9. *The Instructor Should Be an Expert:* Due to the variety of situations which can arise in teaching reading improvement, the instructor should be selected carefully. The ability to operate a projector or tachistoscope is not enough. The instructor should have a background of remedial reading training, and be able to recognize and prescribe corrective drills for the many blocks to effective reading. The best test

(Continued on page 262)

Empathy in Personnel Management

By IRWIN J. SCHULTZ, Counseling Psychologist
Vocational Counseling Service, V. A. Hospital, Downey, Illinois

EMPATHY" is defined by Webster as "the imaginative projection of one's consciousness into another human being." The practice of empathy is important in dealing with and understanding others.

A Management Guide for Supervisors, an Air Force publication, presents a passage worthy of serious consideration. It says about workers:

They have nerves—which you may shatter
They have feelings—which you may hurt
They have pride—which you may injure
They have hopes—which may be realized
They are just like you

Unfortunately, everyone credits himself with instinctive expertness in the understanding of human relations and, therefore, makes little or no effort to think beyond the immediate and superficial. Principles of empathy are often given lip service only, with rare attempts to practice them.

Given a set of circumstances, you can, through introspection, fairly well determine your own behavior and reaction to certain stimuli. In turn, if you have honestly thought through such behavior, you can with fair confidence predict that others will react similarly to a situation of the same kind. That is empathy.

The ability to understand others' behavior depends greatly upon your own actual and possibly your vicarious experience with others. The deeper, broader and more thoughtful these experiences are, the greater will be your ability to empathize from them. If the experiences have been unpleasant, and your reaction to the unpleasantness has not been fully thought through, your attempt to empathize will

Among the greatest attributes of the successful personnel director is his ability to empathize. The author considers empathy in several of its manifestations, and suggests how skill in its use may be increased by conscious striving.

be easily seen to be insincere, false and empty. Objectivity, appreciation of the rights of others, consideration for their pride, sensitiveness to the other person—these are essential in the practice of empathy. To put it another way, empathy demands conscientious thinking that involves the heart as well as the mind.

False pride, unsympathetic interest, impatience, ridicule, sarcasm and a host of similar attitudes play their part in personnel and human relationships. These must be reckoned with in understanding another's behavior and must be included in the equation. The sooner these attitudes are discovered the easier they are to deal with constructively. For this reason, in fairly intimate association, there is constant need for full exchange of confidence.

How these confidences are evaluated, and the subsequent reaction of the two parties involved, will depend upon the degree to which each empathizes with the other. If this two-way process is sincerely and wholesomely accomplished, the likelihood of mutual respect and appreciation is almost inevitable. But to do all this is not easy. Empathy must be worked at. It takes

a big person to temper an emotional state with reason, fairness and understanding.

Doctors, lawyers, teachers, ministers, salesmen and many others regularly practice empathy. And what personnel director has not been faced with instances of all sorts that have required him to empathize? Complete rapport with every individual is hardly possible, but the less able a person is to "project himself into the other man's shoes," the less likely he is to cope competently with the many personnel problems that arise.

WHERE EMPATHY IS CALLED FOR

For example, the discreet handling of a person known to have been discharged has many ramifications. The discharged person may not always be in the wrong or there may be extenuating circumstances. Vicarious experience and sympathetic understanding on the part of the personnel director is the most that can be expected in cases of this kind. Complete sensitivity to another's problem is difficult unless one himself has been personally involved in such a problem.

A rather typical case to be found in most large organizations is the employee who resents the maze of regulations and red tape. What appear to him to be meaningless procedures that serve only to obstruct his optimum performance are in reality practices that have been developed and adopted for the efficiency of the whole organization. At his level, it is hard for him to see the complete picture. Explanations are attempted, but to no avail. The thing to do with him is to suggest that he, the worker, assume the role of his superior, pause a moment to think through the entire problem, and then decide what answer

he would give to himself. His new role has an almost miraculous effect on his insight and understanding. The chances are that he will cheerfully admit the errors in his complaints. Problems of this kind and others even more delicate are nicely resolved by merely asking the other person what he would do if he were in your position—a direct attempt to have him empathize.

Empathy with more than one person may be necessary in a given situation. For instance, supervisor-employee conflicts must often be resolved by the personnel director. Situations of this kind demand a knowledge of the individuals involved, the problem, and the ultimate effect of a decision upon the person most concerned. This is an example of what might be termed "multiple-type empathy"—a kind which is not limited to personnel activities.

HOW TO PRACTICE EMPATHY

There are no set rules for the practice of empathy. The ability to empathize can be best achieved by asking yourself the question, "What would I do and how would I feel in this particular situation?" A sincere attempt should then be made to:

- a. Determine all the circumstances surrounding the matter in question.
- b. Evaluate each of the possible subsequent effects of the action to be taken or statements to be made.
- c. Avoid rationalizations that would normally apply only to yourself. Be as objective as possible.
- d. Temper your conclusions and final decision with sympathetic understanding and customary courtesies.

To do these things may appear demanding in terms of time and effort, but there are no short cuts.

You can take in only what your experience and background allow you to take in. Rudolph Flesch puts it this way: "Remember that everybody, including yourself, has only his own experience to think with."

Martha, Mary and John: Each Had a Personal Problem

By GLADYS D. MEYER
Manager, Personnel Services Division
White-Rodgers Electric Company, St. Louis

MARTHA had a personal problem. She regarded it as so very personal that she hugged it to her for six long weeks, and in those six weeks a lot of strange things happened to Martha. Martha was a production worker, and her production dropped off 20%; her best and almost her only friend became estranged, and for the first time in a rather long association her foreman had to have a talk with her about production and attitude and something he called "wool-gathering."

The shy Martha lived with and supported a widowed mother who had recently had a stroke and was bed-fast, and with an old great-aunt who looked after the mother while Martha was at work. Martha, her aunt and her mother lived two blocks from the nearest telephone and Martha was greatly concerned lest her mother have another stroke and valuable time be lost in calling the doctor, and in calling her if she were at work. She wanted very much to have a telephone installed, but in Martha's area, at this time, that wasn't easy.

She went down to the telephone company. They were very courteous. They had a talk with her, and gave her a leaflet to read and told her to send in a letter explaining the circumstances of her need.

Now oddly enough, when Martha's real problem was brought to light it was found that it wasn't the problem of whether she would get a telephone or not. It had never occurred to her that perhaps she wouldn't. Martha's immediate problem, the thing that had her off base, was that

Not only one, but three surprises await you in this report of actual counseling incidents. They show that personal problems which may play havoc with production aren't always what they seem before you get to the base of them. The author lays down several rules, and three essential attributes for counselors.

letter, because she just couldn't write it. She could tell you in very good English what needed to be said in the letter, but she couldn't put it down on paper. Said Martha "I don't suppose I've written more than six letters in my life, and some of those were to Santa Claus when I was a little girl."

If we say, "That's the silliest problem and the stupidest girl I ever heard of: anybody can write a letter!", we are a little wrong—about 100% wrong. No problem is a "silly" problem which reduces one's earnings 20%, Martha is not a stupid girl, she is a little above average, and not everyone—even intelligent ones—can write letters.

We do not brand as stupid those people who can't drive automobiles, if there has been no need or occasion to drive an automobile. There had been no need or occasion for Martha to write letters.

In helping people solve their personal problems—and this is perhaps the most important point to remember—we must have a respect for the other fellow at *his own level*

of development. And let's not confuse level of development with level of intelligence, because they aren't always the same thing. Martha's level of development simply did not include the writing of letters.

But it does now! For Martha wrote the letter to the telephone company. Actually, she wrote several before an acceptable one was painfully achieved.

Of course it would have been cheaper, quicker and easier to have written and sent the letter for her via company steno, letterhead, envelope, mail services and mail meter. But by so doing nothing would have been accomplished toward the development of Martha's capacity to solve her own problem.

One concern of a good counselor must be the development of capacity. Thus some part of the solution of every problem must always be left for the counselee to handle, no matter how inadequate he may seem to be. The counselee who can handle a small part of today's problem, can handle a larger part of the one which comes along tomorrow and thus grow in capacity. We define counselling in business and industry as an attempt to *help* an employee solve his problems, not to solve them for him.

HUSBAND RUNS OUT ON MARY

And then there was Mary. Mary had a personal problem. Unlike Martha, Mary was an extrovert. Mary said "My husband has run off with another woman. Not only that, he borrowed fifty dollars from my father to take her to Arkansas. And not only *that*, he bought a new suit to wear on the trip and charged the suit to me." And then Mary grinned.

The counsellor grinned back and said, "Goodness Mary, you have a lot to worry about, don't you? A lot of problems." And Mary answered, "Problems? I don't have any problems. And I'm not worried about a thing except do I have to pay for

that suit. Do you know a good, cheap lawyer?"

In helping people solve their personal problems we need to remember that we do not all see things through the same glasses. We need to cultivate objectivity so that our own emotions and biases do not get involved in the problem under consideration. Such involvement puts on us glasses so different from those of the counselee that we are likely to see nothing but a confused blur instead of the clear-cut problem.

JOHN'S UNSPEAKABLE TROUBLE

Consider the "tragedy" that hit John. John's problem left him sleepless for two nights and distracted for two days. In his own hushed, unhappy words (spoken in strictest privacy) it was "the worse thing I ever got into." John had had a contractor out to look over his lovely home with a view to replacing some roof tile, doing some tuckpointing, etc. "He tells me I have *termites* in the front porch. What in the world am I going to do?"

The real problem for the counselor in John's dilemma was not *what* to do but *how* to do it. In John's background and environment there were words one didn't say out loud (like "cancer" or "mental illness") and afflictions one didn't have (like *termites* or *impetigo*). Knowing this, one could have the proper sympathy for the seemingly infantile attitude of this civic-minded home owner, who had a very responsible job.

One could solve the problem, not by giving John the phone number of a good exterminator, but by referring him to someone in his own organization whom he respected, who had greater status than he (job, and otherwise) and who had successfully coped with this earthy problem.

The resourceful counselor learns that background information about a counselee, via his personnel and/or other records, sometimes yields valuable clues as to how

one may best help him handle a problem; not clues to a solution, perhaps, but to method.

The resourceful counselor will look for help within his own organization and make referrals to those qualified to help. The best help is not necessarily all the way across town. It may be in the department next door. Such referrals, properly handled, can produce a fine "all in the family" feeling.

The honest counselor, after many Marthas, Marys, and Johns, will acknowledge that some of the most brilliant successes attributed to him actually involved nothing on his part except listening sympathetically. There is sometimes sufficient therapy in the catharsis of getting a worry off one's chest so that nothing further is required. For this reason there seem to be only two essential physical characteristics necessary for good counseling—namely, big ears and a small mouth!!

Your People Can Read Better

(Continued from page 257)

of an instructor is what his students accomplished in prior classes or courses.

10. *Improvement in Speed and Comprehension Is the Final Test:* The final session should be devoted to measuring progress from the beginning. The rate of improvement in reading speed and comprehension determines the success of the course. If the executive who was reading 200 words is now reading at 500 words per minute and understands what he reads more completely, the course was successful for him. He carries less papers home with him, his

desk is less cluttered, and he is able to spend more of his time doing managerial work. An increase from 200 to 500 words per minute is not unusual. Many persons increase their speed to 600 and even 900 words per minute with excellent comprehension. It is not ordinary to expect the results claimed by the instructor at the University of Denver for one of his students, who is reported to read 8,000 words per minute.

A genuinely successful reading program has lasting effects. During the course, emphasis is therefore placed on continued practice and follow-up after the course ends. Without continued interest and application a return to older habits of slow reading may occur.

A fact that is borne out by numerous courses is that almost everyone can read and comprehend at a speed far beyond his present ability.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.



With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.

Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Layoffs of Unorganized Employees

By JOHN W. PRYOR

Mountain States Employers Council, Inc., Denver

ANY layoff of employees, unionized or not, creates problems of employer-employee and community relations. Under a union contract there are usually some rules of seniority which either guide or inflexibly direct the industrial relations staff in making terminations, transfers, and call-backs.

In the tri-state area of Colorado, Wyoming and New Mexico, where most of our 500 members do business, many companies are not organized and almost all of them have non-union sections of their work forces. Since this area has shown an almost unbroken record of business expansion for many years, the problem of layoff of unorganized employees has been a fairly moot point. Recently, however, largely due to curtailment of military contracts, this has become an issue with some employers who are being forced to formulate policies overnight.

Following are some of the more universal and urgent questions which have been raised, together with some of the decisions made.

1. *Shall employees be laid off in strict accordance with seniority if possible?*

Many companies have on their payrolls persons who never would have been hired except for the tight labor market. Some of these are such obvious misfits that to keep them in preference to abler workers with less seniority would raise doubts as to the employer's good judgment. A number of companies consider seniority and ability together, and a few weigh the employees' financial circumstances. Certainly it would seem reasonable to the rank and file, in many cases, if a working wife with no children were laid off rather than the head of a dependent family. In most cases, sen-

The very fact that procedures in connection with layoffs of non-union people are not dictated by contract is one reason why definite policies should be decided upon in advance, to be as fair and consistent as possible. The author does not attempt to judge the merit of possible practices, but only to state some of the questions that come up and require answers.

iority is considered very carefully, however, to preserve the feeling of job security among the remaining employees.

2. *How much notice should be given?*

This often varies as between shop and office, and from company to company. Some believe quite strongly that an employee should be separated from the work force as soon as notice is given: although, particularly in offices, this may be tempered by severance pay or, in lieu of notice, pay up to two weeks for hourly workers. Other companies either give some advance notice or let the grapevine spread the word of an impending layoff to reduce the element of surprise.

3. *What should the employee be told at time of termination?*

This is a tough question in some cases. The usual policy is to avoid any kind of commitment about the future. Not only is this practical, since the employer has no crystal ball, but either a specific or vague promise or intimation concerning recall may cause embarrassment later if the employee is not brought back when jobs are open. Of course, if the employee insists upon an answer to a hypothetical question,

it may be necessary to make some kind of generalized statement or qualified commitment—or, if there is no intent to rehire, perhaps a blunt revelation of that fact. A thorough explanation of the reason for the layoff is frequently made, sometimes in writing, to all of the employees.

4. *What about payment of accrued vacation pay or other benefits?*

Examination of past practice is important here. A layoff is a poor time to change policy. As in the case of severance pay or advance notice, there is much variance in practice regarding accrued vacation pay when the layoff takes place before the employee's anniversary date.

5. *What should the employee be told about his rights in event of recall?*

This may not come up at the time of termination, but will certainly be a problem if the employee comes back to work later. Employers have developed various formulas to enable them to answer questions concerning seniority rights. Vacations, pensions and other benefits may be at stake. For example, one unorganized company states that a laid-off employee shall, upon recall within a year or one-half of his length of service (whichever is shorter), be reinstated for all purposes as of his original hiring date. The time spent on layoff may, however, be used to extend the date at which the employee becomes eligible for vacation.

6. *What will be the mechanics of recall?*

Will the employee be given a certain number of days to return after notice is sent to him? Will he be given more time if he has another job? This is usually worked out on a case-by-case basis, depending upon the circumstances of the company and the employee at the time, but some general rule for management guidance might be advisable.

7. *How about a letter of recommendation?*

Most companies decline to give general letters at the time of termination, pointing out that such documents are seldom considered in hiring. But it is agreed that any specific inquiry will be answered.

Some executives say: "But this is practically like having a union contract!" True enough. The fact that unions have flourished is convincing evidence that arbitrary treatment of unorganized employees is a risky matter. Furthermore, when layoffs occur, the company usually looks for even greater efficiency on the part of its reduced staff. If morale has been shaken by company practices which appear to be unjust, or if the company is unable to answer vital questions because of lack of policy, cooperation for increased efficiency may be hard to obtain. In fact, the effectiveness of the work force may decline.

PREPARE FOR UNEXPECTED LAYOFFS

Some firms go "all out" to make a layoff as palatable as possible. They actively seek jobs for terminated employees, advertise the availability of laid-off workers, and take positive, publicized steps to raise their level of production. In some cases, laid-off workers are retained on the company mailing list and continue to receive letters and publications which inform them of company and employee activities.

Changes in market conditions or cancellations of orders can cause layoffs unexpectedly, overnight. It is suggested that any person who is performing the personnel function ask himself, beforehand, what he would do, how he would do it, and how he could justify his actions in a layoff. If the answers are not readily apparent, then the time for policy-making is now.

BOOKS

PSYCHOLOGY OF PERSONNEL IN BUSINESS AND INDUSTRY. By Roger M. Bellows. Prentice-Hall, Inc., New York, 1954, Second Edition. 476 pages. \$5.95.

The rapidity with which group or social dynamics has become respected and practiced in business and industry is phenomenal, particularly in the field of personnel. After the war modern personnel programs and methods were based largely upon individual psychology, or psychology that made for the efficient and satisfied employee. Roger Bellows in this book suggests that each employee was pictured as distinctly different from any other employee. Considerable attention was given to determining how one personality differed from others. By means of psychological tests these differences were recorded.

The emphasis on the individual encouraged a "trait approach" to leadership. That is, certain mental and personality traits were viewed as essential to leaders. If the employee did not have these traits, previously found by experience or revealed by statistical analysis to be related to leadership, he was excluded as not possessing leadership potential or ability.

The limitation of this way of identifying leaders was not easily seen by personnel technicians. Not until sufficient data was gathered, by Kurt Levin and his group dynamics students, did many personnel people realize that to view employees as individuals with distinct needs and personalities gave only half of the picture. The other half—and in some cases, the better half—was determined by the employee's social rootings, and his relationships to the formal and many informal groups in the organization. The worker's environment consists of more than fellow

workers as psychological entities. His unique personality also results from social forces that influence him from birth, and persist to govern his behavior as an employee.

The social view of the individual employee had a terrific impact on personnel management. Leadership studies became firmly oriented toward discerning the characteristics of work situations that contributed to high morale and democratic leadership. Training programs became distinctly situational in character. Many programs used role-playing and case studies, and member-centered methods such as buzz sessions.

Roger Bellows' revision of his popular and scholarly book attests to the growing trend toward social dynamics. In the new edition he has given the whole book this new view by his addition of some 300 references, many of them taken from social-psychology studies. In addition, Part II, which was originally titled "Tools for Effective Use of Personnel", in his revised edition is titled "Human Dynamics in Worker Satisfaction". In Part II, Dr. Bellows has added two new chapters, one on employees' dynamics and one on leadership and social organization. These chapters are distinct improvements in presenting the theory and methods of personnel psychology in business and industry.

The first edition of the book came out in April 1949 and went into three printings. This revised edition should prove just as popular, for it reveals how much the technology of personnel psychology has changed in the last five years, and incorporates the many new methods.

EUGENE EMERSON JENNINGS
Associate Professor of Management
Michigan State College

WILDCAT STRIKE. By Alvin W. Gouldner. The Antioch Press, Yellow Springs, Ohio, 1954. 179 pages. \$3.00.

A remarkable happenstance had a good deal to do with the excellence of this study. The author, with a field research team, was making a sociological study of a gypsum mine and board mill. "Supervisors, management and workers had been interviewed and observed, and the research team was in daily, intimate touch with the 'feel' of things in the plant." It was right at that time that the wildcat strike which is described took place. This, says the book's jacket, was a social scientist's dream come true. The author and his team were able to follow what was happening with unusual understanding of the whole background.

This is said to be the first book-length study of a wildcat strike and one of the few sociological studies in depth of any kind of strike. To quote again from the jacket, it "can be read as a vivid narrative of conflict (the verbatim quotations which are sprinkled through it give more than a little pungency to the story). It can also be read—and used—as an important contribution to the science of human behavior, and a case study of breakdown in management-worker relations". We can testify to the pungency; some of the quoted language is downright shocking.

Dr. Gouldner, beginning just this last Fall, is associate professor of sociology at the University of Illinois. He trained at Columbia and was associated with, among other organizations, the Standard Oil Company of New Jersey as a consultant. We enjoyed his book immensely despite some obscure passages, such as "this very same insulation prevented his efforts from easy innovation" (page 47). Other passages that may baffle some readers: "The content of the polemic about this question should not be loosely rendered" (page 91), and (page 116) "Those macroscopic aspects of the market to which we have referred are in no

way esoteric". However, there are not enough of these passages to worry the reader much. We believe that personnel and labor relations people will get a great deal out of the book.

H. M. T.

HANDBOOK FOR DISCUSSION LEADERS. By J. Jeffery Auer and Henry Lee Ewbank. Harper & Brothers, New York, 1954. 153 pages. \$2.50.

No matter how skillful you are as a leader of group discussion you will find this compact little (about 5" x 7½") book both readable and helpful. It deals with the leadership of almost every kind of group meeting, from the committee of a few members to conferences and forums in which hundreds may participate. The purpose of any meeting, of course, is to consider some subject and to work toward sound conclusions regarding it; this book spells out how the prepared and resourceful leader can contribute a great deal to the participants' satisfaction with the outcome.

The authors are professors of speech; Mr. Auer at the University of Virginia and Mr. Ewbank at Wisconsin. Their book is organized for working use, with points itemized in each chapter under bold-face subheads. For example, chapter 3 is on "Planning for Discussion". Subhead IV of this chapter is "Choosing the Form of Discussion". The discussion form should be chosen after considering: a. The topic; b. How much the members know about the topic; c. The size and personnel of the group or audience; d. The purpose of the meeting; e. The degree of formality desired; and f. Whether members can be expected to adopt new procedures. The next paragraph itemizes several types of discussion which the authors intend to treat in more detail: (1) informal group discussion, (2) cooperative investigation, (3) committee meeting, (4) conference, (5) panel forum, (6) public hearing, (7) symposium forum, (8) lecture forum, (9) debate

forum, and (10) combinations of group and public discussions.

Though the book sticks pretty close to business, it makes easy reading and is not without a sense of humor. In some instances you wonder whether the authors intended to have a little fun with words,

as in the very first line, "Americans are a talkative people, generally speaking".

This is a complete revision of a book first brought out in 1947 by Harper. Especially if you haven't the first version, it merits a place on your book shelf.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

SUBSCORE PATTERNS ON ACE PSYCHOLOGICAL EXAMINATION RELATED TO EDUCATIONAL AND OCCUPATIONAL DIFFERENCES. By Francis J. DiVesta, Syracuse University. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 249-253.

The ACE test gives two subscores: L which measures linguistic abilities and Q which measures quantitative abilities. Munroe (in a study reported in the *Journal of Consulting Psychology*, 1946, 10, 301-316) found that high Q and high L scores reflected different personality patterns. The present study was planned to find out whether similar differences might be found in occupational and educational groups when the Q or the L score was higher.

The subjects were Air Force officers. The findings are summarized as follows: "pilots tended to have higher Q scores, non-pilots had higher L scores; individuals in maintenance and comptroller jobs had higher L scores; personnel with college majors in arts and sciences had higher L scores whereas individuals in the applied areas, engineering and business administration had higher Q scores."

The data indicate a relationship between the Q-L pattern and occupational and educational choices, but the author points out that there is a question as to whether this pattern is a causal factor or whether it

emerges as a result of experience in certain areas.

THE EFFECT OF METHODS OF PRESENTATION AND EXAMINING CONDITIONS ON STUDENT ACHIEVEMENT IN A CORRESPONDENCE COURSE. Francis J. DiVesta, Syracuse University. *Journal of Applied Psychology*, Vol. 38, No. 4, August 1954, 254-256.

Correspondence courses have become very popular in many areas, but very few studies of the relative effectiveness of different methods have been reported. A military extension course institute was planning a series of courses and this experiment was conducted in an effort to find the best method of presenting the material.

The first hypothesis investigated was that three styles of presenting correspondence course materials would result in differences in student achievement. Style A was a manual written in a popular manner with cartoon illustrations. Style B was like the usual textbook written in a formal expository manner. Style C was more of a syllabus divided into units and lessons, with specifically listed objectives, references and questions for study.

The second part of the experiment was designed to test the relative merits of open-book and closed-book examinations. Half

of the students receiving each style of material took an open-book exam and half of them took a closed-book exam under the supervision of a proctor.

The course was administered through the regular administrative mailing procedures. The students were informed that they were to take part in an experiment, but it was explained to them only one step at a time. The results are based on the 353 airmen who completed all the steps required in the research.

To the author's surprise the styles of presenting the materials (popular, expository, and study guide) did not affect the achievement of the students as measured by the achievement test.

A month after the final examination the subjects were given the examination again to test their retention. The subjects who prepared for the closed-book examination maintained their original achievement level while those who took the open-book examination made significant losses over a thirty-day period.

THE EFFECT OF AGE AND EXPERIENCE UPON ACCIDENT RATE. By R. H. Van Zelst, Kroh-Wagner Co., Riverside, Illinois. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 313-317.

Other studies have shown that accident frequency tends to decline with increasing age and/or experience. The author criticizes the method used in many of these studies. The men are divided into experience groups and the accident rate computed. This does not take into account the dropping out of men with high accident records. He feels that the decrease in accident frequency with experience may be due to this natural selection.

This study presents material obtained in a different manner in an attempt to provide more information and new insights on the problem. The subjects used were 1237 employees in a large Indiana copper plant who had remained with the

company for five years and an additional 1317 workers who had dropped out or had been separated during this period. Accident records were easily obtained from the dispensary since all workers were required to report for medical clearance even in very slight accidents.

The paper presents interesting graphs for the non-turnover group and for the turn-over group per 1000 man-hours of operation. There is an almost identical sharp decline in accident frequency for the first six months on the job and then a leveling off for both groups.

Another group of 872 workers who were hired later and who received the benefit of formal training in safety methods, was also studied. This training did reduce the accidents somewhat but they also showed a sharp decline and a leveling off after six months. This suggests that actual on-the-job experience, as well as safety training, is necessary to bring accident rates down to what might be called normal.

The author concludes that, at least for these groups of men and for this particular type of operation, the effect of experience upon the frequency rate of accidents is limited to a three to five month period of initial on-the-job performance. Age appears to exert a greater influence upon accident rate than does experience, once the breaking-in stage is passed. Older workers tend to have fewer accidents. This suggests that accidents may be explained in part on the basis of the immaturity of the employees.

CODING THE KUDER PREFERENCE RECORD—VOCATIONAL. By Robert Callis, William C. Engram, and John F. McGowan, University of Missouri. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 359-363.

Kuder's original groupings of occupations have been criticized by vocational counselors because they have not always been supported by empirical data. Occupa-

tions grouped under one heading such as mechanical, show widely varying profiles on the different scales. The Kuder test has been used extensively, and if the rapidly growing body of empirical data could be made available to counselors, a new grouping of occupations might be made which would be based on real test data.

The authors describe a procedure for coding Kuder Preference Record—Vocational profiles which is too detailed to discuss here. It has the advantage that it takes into account the low as well as the high scores. The code is short and simple but it preserves the maximum amount of information. The individual profiles can readily be compared with profiles for various occupation groups. The authors have been careful to point out certain limitations and cautions in the use of codes.

Anyone who uses the Kuder tests will want to read this article in its entirety.

PERMANENCE OF INTERESTS AND INTEREST MATURITY. By Kalmer E. Stordahl, Arkansas Polytechnic College, Russellville, Arkansas. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 339-340.

The Strong Vocational Interest Blank has a scale called Interest Maturity which is used by many counselors as a measure of the probable stability of a person's interest profile. The present study was planned to test whether or not scores on the Interest Maturity scale are related to interest stability.

Approximately 3500 Minnesota high school senior boys completed the Strong blank in 1949. In 1951, 331 of these boys were attending the University of Minnesota, and 181 of them agreed to take the test again. The blanks in each case were scored for Interest Maturity and for 44 occupation scales. The results obtained do not

support the assumption that there is a positive relationship between interest stability and Interest Maturity score.

The author suggests that a more useful key might be built by contrasting the responses of persons whose interests remain stable with the responses of persons whose interests do not remain stable over a period of time. Some work has already been done on this project at the University of Minnesota.

VOCATIONAL-INTERESTS AND SOCIO-ECONOMIC STATUS. By John W. Gustad, University of Maryland. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 336-338.

The choice of an occupation is influenced in many ways by socio-economic status. This investigation was particularly interested in the level of aspiration of the individual. Strong has recognized that this is an important factor in vocational choice and has devised a scale for the Strong Interest Blank called Occupational Level.

These men were in large part preparing for the professions or business management and were above average in socio-economic status. All subjects completed the Strong blank as well as two scales designed by Gough to measure two aspects of socio-economic status.

Of the three status measures studied, only Strong's Occupational Level scale differentiated significantly among the interest groups. A study of the mean differences with respect to Occupational Level indicated that men with Sub-technical interests tended to have below-average Occupational Level scores, while those with Verbal-Linguistic interests tended to be above average.

The article provides a brief summary of other studies which have been done in this area.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE INTERNATIONAL ASSOCIATION OF PERSONNEL WOMEN takes its turn in the PJ spotlight this month. In 1951 two groups of personnel women, one in Cincinnati and one in Indianapolis, sparked the Big Idea. Alive to the desirability, in their comparatively new vocation, of interchanging experiences and general information, these two groups held several exchange meetings. From them came a challenging question: why not extend this process of information sharing to a broader basis, national or even international? At the first conference of the Association, held in Cincinnati in October of 1951, the present name was adopted.

Today the International Association of Personnel Women comprises key women in the personnel field representing business, industry, education and government, located in 25 states across the country, England, Germany, and Canada. The association is made up of organized women's personnel associations, women members of mixed personnel associations, and women from areas where there is no women's personnel association. Some of the first local organizations to affiliate with the International Association were those in Cincinnati, Indianapolis, Los Angeles, Montreal, New York, Philadelphia, San Francisco, and St. Louis.

A conference is held annually, when officers are elected for one year. The executive committee is composed of officers and standing committee chairmen, who are appointed by the president. The group has grown from 80 members to 705.

Audrey Lee Stone, of Schlumberger Well Surveying Corporation, Houston, Texas, is president. Gladys D. Meyer, White Rodgers Electric Company, St. Louis, and Doris E. Price, Electric Storage

Battery Company, Philadelphia, are vice presidents, and Viva Armstrong, California Packing Corporation, San Francisco, is the corresponding secretary.

The fourth international conference of the association was held in New York last Spring. Included on the program were tours of Lever Brothers Company, and of the United Nations, together with an analysis of the personnel policies of each. Julius J. Manson, district director, New York State Board of Mediations, described arbitration and set up a mock arbitration panel from among the conference members. Relationships between high school and college placement bureaus and business and industry were described at another session. At the final dinner meeting Dr. Lillian Gilbreth spoke on international personnel developments.

THE SOUTH TEXAS SOCIETY OF TRAINING DIRECTORS, San Antonio, Texas, recently evaluated training. Participating in a panel on the subject were Dr. David O. Weaver, chief, training materials and curriculum, headquarters officer, military school, Lackland Air Force Base, Texas; Phillip M. Rickabaugh, United States Air Force Survey Team; Stuart L. Reed, Office of Secretary of Army, field representative; and Leo M. Donahue, placement director, St. Mary's University. The panel was moderated by Mr. J. P. Bohart, director of personnel, 4th Army. Possible methods of evaluating training were explored. It was agreed that training for training's sake was of little value. It is necessary to have a definite objective. Using your objective as a guide, you must begin developing a plan for evaluating your training long before it actually begins. It should include answers

to such questions as what to look for, method, and who is to do it. Each training program, it was emphasized, must be treated on an individual basis. What may work for one, may not work for another.

WOMEN'S PERSONNEL GROUP OF PHILADELPHIA is now publishing a four-page news sheet about the activities of the organization. Doris Mason is the editor. The group is planning to circulate surveys on mutually troublesome problems. The surveys are to be summarized in convenient forms to make them more useful. Surveys will be made on such subjects as area practice on vacation policy, and minimum starting clerical rates. Dr. Harold Seashore, vice president of The Psychological Corporation and director of its test division, spoke at the October meeting. He discussed the whole field of testing for supervisory selection, promotion, and executive development. Lincoln Atkiss, director, executive and supervisory personnel, inventory division of the Atlantic Refining Company, gave a short case study telling why his company entered the field of testing, and describing the results of their work during the past three years.

BAY AREA PERSONNEL WOMEN, of San Francisco, have had a panel discussion on applicant-selection sources within their own group. Members of the panel were Grace Reineman, of the University of California Bureau of Occupations; Eva Daniels of Burroughs Adding Machine Company; May Carmody of the California Department of Employment; and Erica Hansell of Employers Personnel Service. The University of California's applicants in peak years have resulted in 17,000 placements. From its one-man "military placement bureau" of World War I, which acted as a screening agent similar to selective service, Miss Reineman explained, the bureau of occupations has been stepped up to a staff of eight interviewers. This

staff, in an average year, finds 15,000 jobs for students and alumni, varying from \$10,000 a year executives to Saturday night baby sitters.

A more specialized kind of service offered by a commercial organization to employers was described by Miss Daniels. Under the Burroughs program the firm will test an employer's prospective business machine operator who has been using the equipment of a competitor, to see if that operator could rapidly adapt to the Burroughs machine now in use in their offices. As a further service to employers, Burroughs tests company employees who are being considered for promotion and trains them in the necessary skills for the new job. By means of clerical tests and a series of try-out tests on the various machines, operators are trained to make themselves better qualified for advanced positions with their firms.

A great variety of job-seekers, available to employers from the vast pool of the California State Employment Service, was described by Miss Carmody. Six general categories of applicants are placed through the San Francisco offices: maritime, casual labor, industrial, commercial, professional, technical and sales, and juniors and students. Over 300 firms get professional personnel advice from the Employers Personnel Service. EPS acts as the personnel office for many companies too small to require a full-time personnel department.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of Los Angeles had Secretary of Labor James P. Mitchell as the speaker for the September meeting. The Women's Personnel Group, and the Orange County Group, as well as the Inland Personnel Group, also attended the meeting. Mr. Mitchell discussed the Department of Labor's current objectives as well as his own personal philosophy about the department's role in our country's industrial picture. PIRA has asked its members to

help with the vocational guidance program at Franklin high school. Copies of employee handbooks, safety and training booklets and other employee publications are being collected from the membership for the school . . . According to educators, such industrial relations tools help youngsters to get a more realistic conception of what to look forward to in business and industry. This material will supplement the work of those teachers who emphasize the importance of progress on merit, and of learning to live in a group environment (observance of rules and regulations, etc.) This seems like a very practical way for a personnel association to make itself useful in the community, as well as to build up a good backlog of unusually well-informed employees for the future. Down-to-earth vocational guidance programs of this kind in the high schools will save personnel officers lots of headaches when graduates enter industry.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION introduces its officers in an unusual way in *Personnel Panorama*, the monthly magazine published by the group. In a box along the foot of the page is a picture of an officer, and a brief biography. The miniature series is titled, Who's Who in PNPMA. Phyllis L. Heinz,

personnel clerk of the Seattle First National Bank, asks fellow-members how they say No, in an article in a recent issue. She feels that for an interviewer to say he'll keep an applicant in mind, or will let him know if something comes up, when he really means that the applicant can never be employed by the company, is intellectually insincere, and fails to create the impression intended. "The interviewer," she claims, "can allow an individual to preserve his self-respect by giving him the opportunity to accept with personal dignity the refusal of his application for employment. I believe that this is one means by which we can better maintain a basic personnel function—that of helping people live, as well as work, more effectively." Then what do you tell the applicant? After you have said no, you can tell him why, says Miss Heinz, if the information will be helpful to him. After that she suggests that the applicant be referred to some public service agency, educational institution, or other source of employment, if possible. "I would like to see the practice of suggesting a positive alternate action to every unsuccessful applicant for employment, become a part of standard interviewing procedure. This is not an impossibility so long as there exists a need for workers on all levels of ability and ambition," she concludes.

Attending the Conferences and Courses

THE AMERICAN SOCIETY OF TRAINING DIRECTORS has initiated an Institute Course which will total six weeks, and is divided into three two-week sessions, one session to be held each year. Outstanding training directors of business and industry cooperate to present the program. The first institute (August 22-27, 1954, Lake Delton, Wisconsin) featured work on organizing and administering training programs; selected training programs; a problem seminar; and the psychological foundations of training.

On the staff were W. C. Christensen, manager, training department, Eli Lilly and Company; John Conway, A. O. Smith Corporation, education and training director; Harry T. Hamblen, Jr., assistant head, training division, Humble Oil and Refining Company; William V. Machaver, training director, Johnson and Johnson; Clyde Steinmetz, director of sales training, Reynolds Metal Company; Milton Hanson, Abbott Laboratories, training coordinator; Clayton Orcutt, management consultant,

Orcutt Industrial Engineering Company; and William McGehee, director of research training, Fieldcrest Mills.

THE COUNCIL ON EMPLOYEE BENEFIT PLANS held its 8th annual conference in New York, October 21-22. The council consists of executives charged with the responsibility of developing employee benefit policies. About 300 attended the meeting. Russell Hubbard, manager Statutory Benefits, General Electric Company, spoke on the guaranteed annual wage. Fred Lindsey dealt with fringe benefit costs. He is from the economic research department, United States Chamber of Commerce. There were open forums on retirement procedures, supplementation of workmen's compensation, and preventive medicine.

EVALUATING A PERSONNEL PROGRAM was the problem discussed at the *American Management Association Personnel Conference* (held September 27-29 in New York) by Seward H. French, Jr. Mr. French is vice president, Industrial and Public Relations, Crucible Steel Company of America. In order to evaluate and report effectively on any phase of the personnel program, according to Mr. French, it is first necessary to develop specific objectives for each activity and then to determine the available methods by which these objectives can be evaluated. A personnel program must spring from some real need of the organization, Mr. French cautioned. "Only with well defined needs can we set well defined objectives." As tools in isolating needs and setting objectives Mr. French suggested observance of other programs within the company, examination of records and reports, and surveys. At Crucible, causes of absenteeism have been analyzed as worker-centered, management-centered, or resulting from chance factors. From mathematical analysis of past absenteeism rates, the range of daily absences that can occur reasonably as a result of chance factors has been de-

termined and charted. A series of successive daily absence rates above this range is considered to be a clear-cut warning for management that something has gone wrong with the personnel or management machinery. As a result, short-term abnormal daily rates are no longer hidden in an insensitive monthly index, and abnormally high absentee rates can be dealt with as they occur.

Several programs aimed at more efficient utilization of labor have cut costs for Dana Corporation, Toledo, Ohio, without impairing employee morale, according to John E. Martin, president, who also addressed the conference. A complete revision of the work standards and incentives system has increased operators' earnings while reducing direct labor costs. An intensive cost control program reduced works expense 22% in three years. By allowing a predetermined number of grinds to a tool, using salvage material, reworking obsolete material, welding up short pieces of high-speed bits, and using throw-away carbide bits, the company was able to cut its replacement tool costs 30%.

THE CONTRIBUTION OF MANAGEMENT TO EUROPEAN PROSPERITY was the subject of a conference sponsored by the European Council of the Comité International de l'Organisation Scientifique with the support of the European Productivity Agency, October 20-23, at Torquay, England. The conference was organized by the British Institute of Management. The task of European management was described by Monsieur le Comte P. Baruzi, president, Comité National de l'Organisation Française, and Sir Hugh Beaver, managing director, Arthur Guinness, Son and Company, Limited. Monsieur R. E. Marjolin, secrétaire general, Organisation Européenne de Coopération Economique, spoke on the economic outlook for Europe. Other topics explored at the conference included effective application of human effort; modern appli-

cations of financial control; production research—some successful experiments; education and training of supervisors; and training for top management—the role of the staff college.

THE FEDERAL GOVERNMENT SERVICE, ITS CHARACTER, PRESTIGE AND PROBLEMS, was the subject for the sixth American Assembly, held at Arden House on the Harriman Campus of Columbia University (Harriman, N. Y.) from October 7th through the 10th. Sixty-five men and women from many occupations and parts of the country examined the problems of Federal employees and the Federal personnel system. The impact on the civil service of wholly new conditions relating to loyalty and security policies and procedures; the

built-in struggle of President vs. Congress over management of Federal employees; the troubles of a changing administration in placing office holders in sympathy with its policies; were some of the problems discussed. The Assembly heard a talk by Philip Young, chairman of the U. S. Civil Service Commission and Personnel Advisor to the President. Katherine St. George of New York discussed Federal personnel problems from the point of view of the standing House Civil Service Committee, of which she is a member. The American Assembly was founded at Columbia by General Eisenhower in 1950 when he was president of the University. Chairman of the Assembly's National Policy Board is Clarence Francis, retired board chairman of the General Foods Corporation, and the executive director is Edwin T. Gibson.

Looking Over the Employee Magazines

THE HOUSE MAGAZINE INSTITUTE opened its 1954-55 season (September 16) with a discussion of remodeling house organs. Editors of company publications who have made changes in format, frequency or objectives described their experiences. HMI is an organization of people with employee communications and publication responsibilities in companies in New York City and nearby New Jersey and Connecticut. It aims to bring together people with similar responsibilities in many companies and, through the exchange of ideas, to develop new and improved ways to communicate. In addition to regular monthly meetings, HMI plans a number of educational features each year to help industrial editors and members of their staffs (particularly those new to the field) polish the skills necessary to their jobs. Further information may be obtained from N. M. Stone, New York Central System, 466 Lexington Avenue, New York 17.

PANY OF PHILADELPHIA has recently made an interesting change in the company news magazine. E. L. Burkhart, director of personnel administration, explains that the slick-paper, magazine-style house organ, the *Booster*, became a temporary victim of cost-control. Its subject matter had been local, and it could be used only for Philadelphia employees. Until the resurrection of the *Booster*, a four-page, mimeographed news letter is being distributed to employees in all the company locations, a total of 18 cities. Items in this new sheet are of general interest, including a six-month report on business, a description of a new sales campaign, and personal notes about employees in the various branches. The experiment should pave the way for a bigger and better *Booster* in the future. Mr. Burkhart and his staff are to be congratulated on their handling of a difficult situation.

THE FIRST NATIONAL BANK, FIRST BANCREDIT CORPORATION, FIRST TRUST COMPANY, FIRST GRAND AVENUE, FIRST MER-

THE ELECTRIC STORAGE BATTERY COM-

CHANTS, FIRST SECURITY AND FIRST STATE BANKS OF SAINT PAUL, MINNESOTA, publish a very attractive little magazine called the *Spokesman*. This is the first time I've heard of a group of separate companies combining to get out a magazine, and it seems like a good idea. Evidently all the banks are on their own, and not branches of one firm. Possibly other companies, unable to get out a publication single handed, could try the same idea. Dorothy Goth is the editor. The September number is covered to look like a child's school slate, with kid's chalk drawings, and uncertain lettering. The corners are rounded, and the border is striped red and white like the real old-fashioned slates. An article in the issue describes the work of the banks' field representatives. It's called "I'm sorry . . . he's out of town this week." Members of the Department of Banks and Bankers are introduced, and their jobs, and the reasons for the work, outlined. Pictures of them at work and play complete the piece. A cartoon page urges employees to keep their desks neat and orderly, and in good working shape. The point is well made. Good cartoon stories never go unnoticed.

THE CINCINNATI AND SUBURBAN BELL TELEPHONE COMPANY AND THE CITIZENS TELEPHONE publish the *Cincinnati Telephone Bulletin*, a big magazine loaded with pictures. Robert F. Crecco is the editor. Three spreads of pictures with captions illustrate the slogan, "A job well done means no waste," in a recent issue. Examples of waste and how to avoid it include everything from paper clips and short pencils (don't throw them away), to gasoline (proper driving eliminates unnecessary use of tires and gasoline). Editors of employee magazines like to print pictures of their readers as often as possible. If your picture is in the magazine you're pretty sure to take an interest in the publication. How to get meaningful pictures into the book is often the editor's head-

ache. The *Bulletin* solved this problem well in the September issue by showing six different employees getting their children ready for the opening of school. One was putting her son on the school bus, another was trying to waken her daughter to get up and get ready for school, another was buying new clothes for her son; a fourth was getting lunch for the child who was just returning from school, and still another was helping with homework. The whole added up to a sequence with plenty of human interest, and used the pictures of six employees without waiting for something special to happen to them.

THE FEDERAL RESERVE BANK OF MINNEAPOLIS, in its *Bank News*, has come through with an unusual excuse for picturing an assortment of employee-readers. In a feature titled "Shades of Christian Dior," they collected thirteen snapshots of gals now employed by the bank, way back when skirts were short and waists low. It makes an amusing spread, guaranteed to make anyone pause at the page. Although it is conceivable that some of the models might want to hide the magazine, it is more than possible that some new "readers" were gained when one employee said to another, "say did you see. . . ." Congratulations to Catherine McKnight, who edits the *News*.

THE AMERICAN BRAKE SHOE COMPANY set aside a 15-page section of the *Brake Shoe News* (August-September issue) for a discussion of retirement. Directed specifically to the 10,000 active and retired employees of the company, the feature "The Later Years" covers such related topics as retirement occupations, financial security after 65, and health and mental adjustment in middle age. It also includes case histories of retired employees of Brake Shoe who have made the adjustment to retirement with more than average success. Published to encourage retired employees to take ad-

vantage of their abilities and spare time, and to urge active employees to plan ahead for retirement, the feature was specially prepared by the staff of the *Brake Shoe News*, edited by Walter G. Anderson. It coincides with a program of education on retirement currently being developed by the company's personnel department. A dramatic picture of a 72-year old retired employee who is successfully operating a 66-acre farm in New Jersey, and also running a tax consulting office, appears on the cover of the issue, and an editorial by the chairman of the board William B. Given, Jr., introduces the feature. Copies of this issue of the *Brake Shoe News* are available upon request to Walter G. Anderson, Editor, *Brake Shoe News*, 230 Park Avenue, New York 17, N. Y.

BEMIS BROTHERS BAG COMPANY gets out a 24-page magazine, *Bemistory*. It is published for employees of all the company plants and offices, from the general offices in St. Louis. Individual plants supplement the magazine with mimeographed sheets of news and cartoons; at least the Minneapolis factory does, and I assume that others follow suit. Dwight Baumgardner, personnel manager of the Minneapolis factory, sent us the news sheet, *Bemis Briefs*. Included in the sheet was a questionnaire asking for

honest opinions of the company cafeteria. The questions are designed to help improve the service: "Would you buy a complete plate lunch if it were offered at around 40¢ or 50¢? If coffee and freshly baked rolls were available in the morning, I would buy them. . . . would not buy." The magazine does a nice job using the name of the company in titles for departments. Winchell himself, couldn't improve on Bemistory and Bemisafety and Bemisites (for employees). Columns are called: Bag-Dad says, and Out of the Bag.

TRADESMEN'S LAND TITLE BANK AND TRUST COMPANY, PHILADELPHIA, calls its company magazine *Tradeland*. This fall the company staged a big drive for new business: The Partners in Progress New Business Campaign, popularly known as PIP. Prizes for bringing in the most business were certainly worth going after, starting with two all-expense trips for two, one to Bermuda and one for a week-end at the Waldorf. Much of the space in the fall issues of *Tradeland* was devoted to this campaign. Thirty-nine team and eight group captains were pictured individually in the magazine. Titles and headings are picked out in bright color to brighten the book. Harry K. Loper is the editor.

What's New In Publications

THE PERSONNEL EXECUTIVE IS CONFRONTED BY AT LEAST 1500 PAGES OF PERSONNEL LITERATURE A MONTH, according to a report issued by Industrial Psychology, Inc., national psychological research organization. These articles, monographs, bulletins, and books are published by 147 different journals, 53 association groups, 67 book publishers, and 106 schools of business administration and industrial relations. Research Release #9 is the first of a series of bulletins on source materials in the field of personnel ad-

ministration. This 16-page bulletin, titled "Sources in Personnel", lists the names and addresses of 375 major sources. It is available, without charge, when requested by personnel administrators on company letterhead, from Industrial Psychology, Inc., 4747 Fort Lowell Road, Tucson 6, Arizona.

WITH THE SPOTLIGHT FOCUSED ON RECORDS MANAGEMENT as the newest business science designed to improve the quality and cut costs of paperwork, a flood

of articles, pamphlets and books has appeared. . . . too many for the average busy executive to keep up with, to read and evaluate himself. The technical information service of the National Records Management Council has published a *Guide to Selected Readings in Records Management* in order to make the material more useful. Included in the guide are such topic headings as archives administration; business history; correspondence control; disposal and preservation of records; filing, indexing and classifying; forms control; office machines and equipment; office manuals; office systems and procedures-photo-reproduction processes; rehabilitation and repair of records; testing and training for records operations and work standards for offices. The guide is available from the National Records Management Council, 50 East 42nd Street, New York 17, N. Y., at \$2.85.

THE HANDBOOK FOR THE EMPLOYEES OF THE CITY GOVERNMENT OF SIOUX CITY, IOWA, is called *You and Your Job with the City*. It contains suggestions designed to help the members of the official family achieve the best employer-employee relationships. The preface emphasizes the fact that the booklet, while primarily an explanation of the employees' rights, privileges, and obligations, also contains suggestions on how the members of the city family may develop a sounder public relations program. A ten-point creed for public servants is included in the manual.

DUAL ALLEGIANCE TO UNION AND MANAGEMENT was the subject of a symposium sponsored by the Industrial Relations Research Association and the Division of Personality and Social Psychology of the American Psychological Association in Cleveland in September 1953. The papers have been collected to form a booklet published by the Institute of Labor and Industrial Relations of the University of

Illinois. Among the papers are "Dual Allegiance as a Problem in Modern Society," by Ross Stanger of the University of Illinois; "Dual Allegiance to Company and Union,—Packinghouse Workers," by Theodore V. Purcell, S.J., Loyola University; "Dual Allegiance and Emotional Acceptance-Rejection in Industry," by Willard A. Kerr, Illinois Institute of Technology, Chicago; "Dual Allegiance; a Critique and a Proposed Approach," by Hjalmar Rosen, University of Illinois; and "A Theoretical Examination of the Concept of Dual Allegiance," by Walter Gruen, Committee on Human Development, University of Chicago.

NEWSPAPER COVERAGE OF LABOR-MANAGEMENT NEWS, is described from the reporters' point of view in the fall number of the quarterly published by the New York State School of Industrial and Labor Relations at Cornell, *Industrial and Labor Relations Review*. The author is Wayne L. Hodges, who teaches community relations and industrial journalism at the school. The paper reports on a conference held at the school last year, attended by the representatives of 18 publications. All agreed that straining to develop rosy stories of cooperative labor-management relations would be poor journalism. The constructiveness of the relationship must be authentic, and as good as the union, the management (and the newspaper) say it is. Reporters classified the possibilities discussed for developing news and features about constructive labor-management relations into two categories: the negative one of editorial censorship of strike news, and the positive one of increased coverage of good relationships. They were pretty solidly against the former, and 100 per cent in favor of the latter.

Finding and developing legitimate stories of constructive labor-management relations is a worthy goal, and labor news reporters are honestly interested in attain-

ing it. In both interest and effort, perhaps, they are ahead of their news sources, Mr. Hodges concludes.

NEW HORIZONS AND NEW PROBLEMS IN EXECUTIVE TRAINING are described in *Management Report No. 193*, published by the California Personnel Management Association. The author is Ewald T. Grether, dean, School of Business Administration, University of California. He lists three objectives for executive training programs: "We wish to improve the skills, the performance of executives on the job. We would like to improve knowledge and understanding so that people have a better awareness of their roles and responsibilities. We would like to improve ability in analytical thinking or in analysis." He emphasizes the use of the conference method in carrying out these objectives, and the systematic sharing of experiences among people in industry. An important part of executive training, Dean Grether feels, is to create an awareness of social, political and economic responsibilities in business leaders.

Multiple management as a means of developing executives is advocated by Frederick J. Bell, executive vice president, National Automobile Dealers Association, in report No. 195 in the same series. Multiple management is a term used to describe a system of junior boards of picked middle-management men. Charles McCormick, who initiated the idea 22 years ago at McCormick and Company, asked the men to meet twice a month, think in terms of the company, and make recommendations, on which all could agree, to the senior board of directors. Such recommendations would be accepted or rejected. If rejected, an explanation would be made within ten days. The junior board was to merit-rate itself at the end of six months. On the basis of this rating the top third was to constitute a committee to fill out the board for the next six months. Members

dropped were to receive explanations and help in overcoming weaknesses. In the first 17 years the junior board, and a factory board made up of factory management, turned in 5,000 unanimous recommendations. Fifty were turned down by top management but the remaining 4,950 were adopted. Currently, 17 of the 19 members of the senior board came up from the junior or factory board. Nearly 1,000 companies throughout America now use the multiple management system.

The Management reports are available from the California Personnel Management Association, 2180 Milvia Street, Berkeley 4, California, for one dollar each.

THE EMPLOYMENT SECURITY COMMISSION OF NORTH CAROLINA publishes a quarterly magazine (*The E.C.S. Quarterly*), which gives a picture of the state's industry. The winter-spring 1954 number describes the growth in machinery manufacturing, including electrical equipment and supplies, that is one of the outstanding features of North Carolina's recent industrial progress. New and expanding firms are finding a sufficient labor supply without drawing workers from older establishments. Increased employment and payrolls in these fields of endeavor have meant much to the economy of the state. Employment has doubled and yearly payrolls have trebled since 1947. Henry E. Kendall is chairman of the commission. *The Quarterly* is sent free upon request, to responsible individuals, agencies, organizations and libraries. Address: E.S.C. Informational Service, PO Box 589 Raleigh, N. C.

ADMINISTRATIVE AND TECHNICAL EMPLOYEES tend to receive similar pay for similar qualifications regardless of their industry, location, or the size of their companies, according to a study made recently by the American Management Association. Results of a survey made by the Executive Compensation Service of the

AMA seem to indicate that there is a nationwide job market for administrative and technical personnel. This is not the case for top management and middle management, earlier studies by the association have shown. The pay of top management is closely related to company profits, and middle management compensation seems to depend on departmental scale of operation. The 32 companies in 16 industries covered in the study are located in rural and urban areas and vary in size from annual sales of less than \$5 million to more than \$500 million, and from less than 1,000 employees to more than 30,000. The study was published by the American Management Association, 330 West 42nd Street, New York 36.

DETAILS OF A COUNSELING SCHEME are set forth in *Personnel Practice Bulletin* (June 1954), which is issued quarterly by the department of labor and national service of Australia. N. A. Foord, liaison officer for South Australia, English Scottish and Australian Bank Limited, describes the counseling system introduced in 1947. A staff manager for Australia in charge of the counseling department is directly responsible to the general manager. Liaison officers, one for Melbourne, and one for each of the Australian states, serve under the staff manager. The liaison officer serves the line organization in an advisory capacity. His duties include keeping an eye on working conditions; guiding and encouraging probationers; observing the effect of management policy, and reporting staff attitudes to the central executive. The liaison officer visits every member of the staff when he goes to a branch, giving them information on the Bank's policy, housing,

manner of routing grievances or requests, outside studies and so forth, and he also discusses more confidential matters with them when necessary, such as opportunities for advancement or difficulties with fellow workers. A third subject talked over in the interviews is the worker's adjustment outside the bank. Domestic difficulties, financial troubles, social or personality problems may all be considered. Obviously, it takes experience, self-restraint, tact and resourcefulness to conduct such interviews successfully. After six years of operation the counseling scheme has become vital to the success of the Bank's personnel policy.

IT DOESN'T PAY TO GIVE PEOPLE TRAINING THEY DON'T NEED. "The Great Waste in Training," by C. C. Crawford, points out that a perfect method of teaching something that doesn't deserve to be taught at all is as worthless as making a perfect run to the wrong goalpost. Dr. Crawford's article appeared in the *Journal of the American Society of Training Directors* (July-August 1954). Much of the great waste, he claims, comes from a belief that knowledge stored in the trainee's mind will by some magic process convert itself into good job practices or efficient production. A list of gradations by which training courses may escape waste include: job difficulties; job acts; job information, applied; job information, applicable but unapplied; job information, inapplicable. Once the training is fixed on the topmost rung of this ladder the great waste will have been largely corrected. The editor of the *Journal*, official magazine of the American Society of Training Directors, is H. Walter Shaw, 330 West 42nd Street, New York 36, N. Y.

HELP WANTED

EDITORS AND ASSISTANTS wanted immediately, for publications in the fields of personnel administration, supervisory training, general management. Editing, rewrite, some creative writing. Some pertinent background essential on top jobs, desirable on others. Applicants should discuss job goals, interest in fields involved. State salary. Highly respected, well-established organization in New York City. All applications will be held in the strictest confidence; our own people know about this advertisement. Reply Box 302.

DIRECTOR FOR VOCATIONAL COUNSELING SERVICE: Youth Counseling Service at Vancouver, British Columbia, Canada requires a Director to be responsible for the vocational counseling and vocational rehabilitation services to community organizations carried on by the service. Minimum qualifications: M.A. in Psychology preferably Industrial Psychology. Minimum of 3 years supervised work experience in a vocational guidance setting. Skilled in the techniques of interviewing and counseling. Good knowledge of statistics and theory and practice of psychological tests. Usual benefits provided. State salary expected and give full details to Box 311.

POSITIONS WANTED

INDUSTRIAL RELATIONS: Four (4) years experience in all phases of field. Manager $2\frac{1}{2}$ years for precision metal working company of 400 employees. Presently in staff position with major company, but desire more challenging position with another small or medium sized manufacturer. Prefer position with variety. Married, age 29, I.R. degree. Resume. Reply Box 300.

DESIRE HUMAN RELATIONS POSITION including selecting and orienting new employees, supervisory training, employee information and activities, safety, counseling and group meetings. 8 years experience in related fields. B.S. in Education. Age 33, married, two children. Reply Box 304.

OPPORTUNITY IN PERSONNEL OR RELATED WORK desired by young married veteran, presently employed. '50 graduate BSBA with personnel major; two years experience as office manager; $2\frac{1}{2}$ years in purchasing with major oil company. Willing to consider any offer. Interview can be arranged. Reply Box 305.

PERSONNEL ADMINISTRATION: Because of a change in organizational structure, a woman personnel manager is available. 15 years of personnel assignments in labor relations, counseling, job evaluation, recruitment, selection, testing, and editing of employee magazine. Mature judgment, keen perception of human relations, proven record of accomplishments, continued education in field. Capable of setting up and supervising Personnel Department. Desire Chicago, Illinois or suburbs where currently employed. Reply Box 306.

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

MANAGEMENT DEVELOPMENT, Training Director or Personnel or Industrial Relations Assistant position wanted. Presently heading up Training Department in a large machine manufacturing company. Thoroughly experienced in all phases of employee and management development. 5 years experience in training. Mechanical and Engineering background. 5 years college with B.S. degree. Will relocate. Reply Box 308.

INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT: Several years in industrial relations and personnel management in steel industry. Broad experience representing management in administration of labor contracts; supervising employment, safety, training programs, developing procedures pertaining to wage rate, technological, production, legal problems. Capable as director or assistant director. College and post-graduate law degrees. Age 49 Resume/interview. Reply Box 309.

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level in New York Metropolitan area. Age 33, veteran, married, 2 children. Present salary \$7,000. Reply Box 310.

LABOR RELATIONS AND PERSONNEL ADMINISTRATION: 10 years experience, wage and salary administration, job evaluation, union negotiations, wage statistics, time and motion studies, wage incentive systems, economic statistics, training, personnel administration. B.S. (West Point) General Engineering; M.A. (Columbia) Education. Married, 2 children. Age 32. Present earnings \$7,000. Reply Box 312.

ADMIN. ASSISTANT TO INDUSTRIAL RELATIONS DIRECTOR: Male, age 34, Veteran. Married. 2 children. B.A. liberal arts, major economics. 9 years general experience, 6 years personnel representative, Job analyst and Admin. head.—IBM installation. Desire a challenging position with increasing responsibility. Resume on request. Reply Box 313.

PERSONNEL/PUBLIC RELATIONS SUPERVISOR: Leaving military service in January. Degree in Bus. Adm. Broad experience in military personnel and public relations work. Prefer Southeast. Resume on Request. Reply Box 314.

INDUSTRIAL RELATIONS: Experience in industrial training in large company, personnel administration in small company, and college teaching. On basis of interest and ability prefer staff developmental or analytical duties rather than broad administrative duties. Age 37. Married. Locate in East. Reply Box 315.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 8

Contents for January, 1955

<i>Conference Calendar</i>	282
<i>Editor to Reader</i>	283
<i>Articles</i>	
Non-Financial Incentives	Guy W. Wadsworth, Jr. 286
A Yardstick for Personnel Records	Wendell M. Patton 291
Democratic Supervision Thrives Only in the Right Group Climate	
	Eugene Emerson Jennings 296
21 Signs That Suggest Serious Emotional Disturbance . .	Louis J. Cantoni 300
Personnel in the West	Edward N. Hay and Doris D. Hay 302
Personnel Conference in Cincinnati	Harrison Terrell 304
<i>Books Reviewed</i>	306
<i>Personnel Research</i>	Reviewed by Margaret W. Moore, Ph.D. 308
<i>Across the Editor's Desk</i>	Gleanings by Dorothy Bonnell
With the Local Personnel Associations	310
Attending the Conferences and Workshops	312
What's New in Publications	315
Looking Over the Employee Magazines	317
<i>About the Authors</i>	290
<i>Help Wanted and Positions Wanted</i>	320

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

JANUARY

- 20-21 New York, N. Y. Hotel Astor
National Industrial Conference Board. General Session. 247 Park Ave., New York 17, N. Y.
- 24-27 Los Angeles, Calif. Statler Hotel.
American Management Association. General Management Conference. American Management Association, 330 W. 42nd Street, New York 36, N. Y.

FEBRUARY

- 12-14 Lafayette, Ind. Purdue University
Purdue University. Ninth Annual Industrial Recreation Conference. Engineering Administration Bldg. Room 401, Lafayette, Ind.
- 14-16 Chicago, Ill. Palmer House
American Management Association. Personnel Conference. James M. Black, Div. Manager, AMA, 330 W. 42nd Street, New York 36, N. Y.

MARCH

- 2 East Lansing, Mich. Michigan State College. Union Bldg.
Michigan State College. Workshop Conference. Herb Auer, Information Services, Continuing Education, Michigan State College, East Lansing, Mich.
- 24 Houston, Texas. The Shamrock
National Industrial Conference Board. General Session. National Industrial Conference Board, 247 Park Ave., New York 77, N. Y.
- 24-26 Louisville, Kentucky. Brown Hotel
Newspaper Personnel Relations Assn. 7th Annual Conference. Mr. Cleve Rumble, Louisville Courier-Journal & Times, Louisville, Ky.

APRIL

- 11 New Haven, Conn. Strathcona Hall, Yale University.
Connecticut Personnel Association. Annual Conference. Mr. Anthony E. Feil, Vice President, Singer Mfg. Co., 915 Pembroke St., Bridgeport, Conn.
- 19-20 Berkeley, Calif. Claremont Hotel
California Personnel Management Assn. 33rd Pacific Coast Management Conference. California Personnel Management Assn. 5th Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley, Calif.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢.

MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

THE HOTTEST TOPIC OF THE DAY is training, and particularly executive training and development. Many of us, I am afraid, are losing sight of the fact that the best training in the world is done right on the job and takes place between the employee and his boss. How many of us can remember the wonderful boss we worked for once upon a time and how much we gained from his example, advice and encouragement?

There is a great deal of talk about "on-the-job" training. Do you realize how many opportunities there are for this kind of training, which may arise in the course of daily business and without the word training ever being used.

For example, if you want to develop employee policies, you would do well to secure the participation of supervisors and executives at all levels. In order to do this effectively a series of discussion conferences at the different levels should be arranged.

Begin, for example, with a draft of suggested policies prepared in the personnel office. Let these be discussed in supervisory meetings, starting at the bottom and working upward, suggestions being carried along as the program proceeds up the line. By the time it gets to the level next to the top there is plenty of material for a statement of policy, which gives a basis for top-level approval.

By this means a training conference and company policies have been carried on and the old familiar rule has been followed, that of "participation - understanding - acceptance".

Job evaluation programs afford another opportunity for extensive training—without ever calling it that. Training in performance rating is another program which can be very informal and never have the label training but which can, nevertheless, succeed in doing a great deal for the develop-

ment of managerial skill in executives and supervisors.

THE HIGHER YOU GET IN BUSINESS, the more important become your relationships with other people. The friendly out-going personality increasingly becomes an advantage, since much of your time is spent in discussion, negotiation, persuasion and the like, with others.

It is interesting to speculate to what extent and how quickly an intelligent man can acquire good personality traits which he feels he lacks. For example, they say that a good way for a man who is a "sourpuss" by natural inclination to change over to a buoyant and cheerful disposition is for him to force himself to assume the character he wants for himself. When he has masqueraded in his chosen role enough times it becomes a habit, and he is truly a different man than he was.

I talked with a man recently who is experimenting along that line. He told me that his tendency is to withdraw: he thought it would be better for him and his employer if he were more out-going, and he was working at it. The most recent occasion was at a three-day conference. He had arrived after a rather restless night on the sleeper and, after the day's meetings, his inclination was to go up to his room in the hotel and get a nap before tackling anything else.

It wasn't easy to resist the temptation but, in line with the out-going motif, he did. Looking around the conference area, now given over to a cocktail hour, he saw no one he knew. But over at the side was a fellow who seemed equally unattached, with a glass in his hand. "I'll buy you a refill," he told the stranger, "and one for myself, if you'll let me sit and talk with

you". A pleasant and profitable hour followed.

That truth is sometimes stranger than fiction was demonstrated to my friend on his way back home. Still trying to be outgoing, he struck up a conversation with a young fellow in the diner. This stranger turned out to be in the same line of business—and knew intimately a man in New York with whom my friend was at that very time trying to work out a deal.

What attribute are you short of, that you'd like to develop? Assume that you have that quality, act accordingly, and see what happens.

BEFORE OUR NOVEMBER ISSUE HAD BEEN OUT A WEEK the first request to reprint Arthur Laney's spelling quiz from that issue was received. It was from Stephen R. Dolen, Chief of Training for the Michigan Employment Security Commission, Detroit, who will use the Laney piece in his semi-monthly bulletin for supervisors, called "Management".

Mr. Dolan sent us a few copies of his bulletin, which is processed from typewritten copy and uses two sides of an 8½ x 11" sheet, with an occasional 4-page issue thrown in for good measure. "Although this sort of supervisory bulletin is used by industry", he says, "as far as I can determine it is a pioneer effort on the part of a state agency or, for that matter, any government agency."

About the purpose of "Management" Mr. Dolen says: "Through this method we attempt to create in our supervision a sound personnel philosophy composed of tested and constructive principles of management. We believe it is a strong motivating force for better supervisory practice, serving as one way to recognize the supervisor's importance in the organization's structure." If you'd like to see a copy, write Mr. Dolen at his Commission office, 7310 Woodward Ave., Detroit 2.

WITH RESPECT TO COMMUNICATIONS among executives, the president of a western company recently told me about an effective method he has worked out which enables him to reach around his vice presidents and have contacts with people under them. He thinks it is important for his junior executives to know him and his policies and attitudes at first hand. He also wanted to give members of his "second team" opportunities to talk directly to him, not only to discuss programs and problems, but also to impress on him their personalities and ways of thinking.

This was accomplished without disturbance by having a monthly conference away from the office. At these conferences the assistants to the vice presidents were assigned, one by one, the task of outlining the programs they were following, telling about their problems and needs and discussing their failures and successes. They were also expected to comment on the work of their own subordinates. The conferences were held in the afternoon and limited to about three hours. The executive group—15 in number—then had dinner together.

As each third-line executive told his story, his own boss sat there in his presence and heard it. Thus the junior had a chance to tell his story not only to his own boss but to the president, too, and to all of the second and third-line executives of the company.

The chief executive who described this to me told how much he had learned about the qualities of his executives on the third level as well as of the vice presidents themselves. The latter's reaction and participation in the discussion presented by their juniors was most revealing.

This plan works in a public utility company with about 2,000 employees. It would need modification in larger and smaller companies. It was especially significant that this chief executive considers people his most important means for effective

tive action. At lunch not long after his election as president I asked, "Well, John, now that you are president, what is your big problem?". "Oh, it's the same old thing; people," he replied.

A NUMBER OF "NON-FINANCIAL INCENTIVES" FOR EXECUTIVES which Guy Wadsworth did not mention in his article in this issue are listed in an amusing article with serious overtones in the October 16 *Business Week*. Title of the article: "The Big Puzzle; Who Gets How Much of What?" The writer found that some big companies have written rules as to how much, if any, of the company's money an executive of a certain rank can spend for pictures to go on his office walls, whether or not he is entitled to two telephones and a water carafe, and the like.

In a large Pacific Coast corporation, the article says, some fifteen years ago the cuspidor was a badge of rank. "Top executives had tall brass spittoons; the next rank had the low flat kind, made of brass and with removable covers; below that came flat cuspidors of sheet metal, still with removable covers; and at the bottom came plain, old, uncovered ceramic gobboons."

"Who gets what," the writer says, "is about as funny to those who must answer it as a tossed hot potato." Some personnel men, he finds, are among those who are not laughing. They have to be very sure that the office manager doesn't get a desk any larger nor more handsome than a 2nd V.P.'s.

"The element of prestige," *Business Week* says, "seems to be growing in importance. It has become a larger section of the carrot a corporation man chases. The reason is plain. The income tax structure has forced companies to install all sorts of compensation other than salary. In the competition for good management men, every device is needed; stock option plans, pensions, long vacations, insurance. But you

have to go further to impress the man who has all of those things."

WHO PAYS THE BILL FOR EMPLOYEE BENEFITS? You can be sure that only two people will pay it in the end. The first of these is the public who buys the goods or services and the other is the employee who works for a wage or salary. By and large, business adjusts to a state of affairs under which the level of profit is reasonably stabilized over a long pull. Consequently, only two parties are left to pay—the customer or the employee.

This solemn thought is inspired by a statement made recently by Ralph R. Lounsbury, president of Bankers National Life Insurance Company of Montclair, New Jersey. He remarked recently before the American Life Insurance Convention that "the worker ultimately pays the cost of group annuities, pensions and other benefits, whether he thinks he does or not."

He went on to say that even a so-called non-contributory plan eventually means that the employer must take from the employee's wages the amount he would place in the non-contributory plan. Further he said, "It is my opinion that when we encourage employers to pay the entire cost of any of these benefits, we are actually working against ourselves and working against the philosophy of independence upon which our whole industry is founded."

A TREASURED ITEM PICKED UP in the course of the editor's and assistant editor's sojourn in California was this remark of the late Will Rogers: "You can't tell what a man is thinking about by looking at him. You have to get behind him and see things the way he does".

Ned Hay

Non-Financial Incentives

By GUY W. WADSWORTH, JR., President
Southern Counties Gas Company, Los Angeles

YOU will probably agree that the term "non-financial incentive" is truly a noble coinage. It is based upon the profound discovery in both private and public enterprise that "money will not buy everything". I use it to cover some things that go to motivate people at work besides the so-called fringe benefits and money incentives.

Just what are non-financial incentives? Well, in my own thinking I would rule out the more or less standard "morale moves" which we undertake under the general caption of "making the company a better place to work." Among these are the provision of attractive employee facilities, coffee and coca-cola bars, rest periods, company picnics, Christmas turkeys, and so on. We provide these things ostensibly out of the goodness of our hearts, but we know what they cost to the penny, and we are inclined to get a bit grumpy when we find that no discernible improvement in output can be attributed to them.

Somewhat less directly financial in character are such things as service pins and awards, annual recognition dinners, letters of commendation, and so on. These involve dollars, to be sure, but their value is measured more in recognizing past service and individual performance. I will not attempt to assess their value, except to say that the appeal of awards and other formal types of recognition accorded to individual employees may not go much beyond the people who receive them. If they are passed out to everyone, they can become so commonplace as to retain little meaning.

Aside from their pay and various "benefits" your people need recognition as individuals who have an important part in a worthwhile undertaking. Satisfactory day-to-day relationships with their bosses on the job may get better results than anything the management can provide with dollars.

Where does that leave us? Well, I think it leaves us with the most important incentive of all, "non-financial" or otherwise. It lies in what is done in the ordinary day-to-day relationship between boss and worker on the job to give the individual employee's personal contribution to the enterprise an identity, and which makes him feel that he has a part in a worthwhile undertaking.

The most important "non-financial incentive" that I know anything about is to be found (or overlooked, as the case may be) in ordinary day-to-day relationships, out on the job. I know of no sleight-of-hand performance by management which can motivate people constructively, if relationships on the job are generally uninspiring. I have seen crews and employee groups of all kinds performing substantially the same work under uniform rates of pay, where costs per unit of output have varied as much as 100%. I have yet to see the situation in which the best results were not attributable to a "good boss".

Most effective bosses, when asked how they do it, ordinarily recite some copy book formula. The most common is: "put yourself in the other fellow's place." This is not always enlightening, and may offer

This article is adapted from a talk at a National Consumer Finance Association convention in San Francisco.

little that can readily be passed on to other bosses. When you think of it, "putting yourself in the other fellow's place" means treating him as you would like to be treated yourself. This is good as far as it goes. But the treatment you would like, or think you would like, is not necessarily the treatment which everyone else in the world actually wants. Your own personal reactions can hardly serve as a universal yardstick.

We can assume that the effective boss gets that way because he succeeds in appealing to the reactions of other people who may not view life as he does, and whose position in life is not the same as his. Probably he is successful because he deals appropriately, from one situation to the next, with two characteristics which appear to be common to all human beings. They center about certain beliefs which all of us seem to have about ourselves. We spend most of our lives holding to them, and safeguarding them. They must be kept alive and intact, if we are to get along comfortably with life.

FIRST: WE ALL MEAN WELL

The first of these beliefs is that, as individuals, we are actuated only by the best and highest of motives. We want full credit for good intentions, whatever our behavior. We feel entitled to emerge from almost any type of situation smelling like a rose, at least to ourselves. From a very early age, we become experts in charging off anything that happens, which does not set too well, to circumstances beyond our control, or to other people.

What does this mean on the job? Well, it means, first, that the boss has an affirmative opportunity to motivate people, and should use it. If he has a good man working for him, he should tell him so. The method of telling need not involve extravagant praise or implied commitments, which could prove embarrassing if the worker later falls down on the job.

The boss is on safe ground if he alludes

principally to particular assignments which have been completed in a workmanlike manner. The most he needs to say, in referring to some specific accomplishment, is: "that was fine", or "that is the sort of a job we like to have done around here". A judiciously placed "well done" whenever actually deserved, and which ordinarily refers to completed work, amply serves the purpose.

BOSS MUST BE EVEN-HANDED

The boss, of course, must be sure that he dispenses praise even-handedly. Some workers have assignments in which they have more opportunity than others to make a favorable showing, or in which the showing they make results from a combination of effort in which several other people are involved. The boss should not overlook the contribution of these other workers.

Second, this desire which every individual has to think well of himself means that, when the worker presents any kind of problem, the boss must decide what he wants to accomplish in dealing with it, and how to state the case in order to achieve that result. When we deal with tangible things we ordinarily plan a course of action. That goes even for building a dog house. We don't just start sawing wood and hammering nails, without a plan. I know of no situation which calls for better planning or greater skill than correcting someone who is essentially a good worker. The more conscientious and worth salvaging the individual, the more he takes to heart anything that borders on criticism, however minor.

Many supervisors believe that the first thing in any corrective interview is to show the employee "who is boss." This sets a tone which implies that the employee is going to be "bawled out" rather than "helped out". If you don't believe that this happens in this enlightened day and age, you should sit in on a few grievance meetings. And, once the supervisor starts off this way, he is really put to it to reverse his

field and convince the employee, even through the most kindly suggestions, that he (the supervisor) really wants the employee to succeed.

Even where the employee has a chip on his shoulder, I doubt that any good can come from a corrective interview which is not based upon the presumption that "here is a fellow who wants to think well of himself". If this truism is accepted, the logical procedure is to get to the problem only after the employee has been told of a number of things which he does well, and which make him valuable as a worker, so that the problem can be discussed in proper perspective. It doesn't hurt to say, in so many words: "You have a good work record, and for that reason we should talk over a phase or two of your performance which we think you can improve". This at once expresses appreciation of services rendered and confidence in the employee's intentions.

BEWARE THE DOG-HOUSE WAY

These ideas are so commonplace that they may be regarded as kindergarten stuff. But sound practice in dealing with this elemental feeling on the part of people who work is by no means universal. The "dog-house approach" is much less trouble. And it serves excellently when the supervisor doesn't care what result he gets.

The second belief which most of us hold with regard to ourselves is that we have no essential shortcoming or fault which we cannot overcome, if we put our minds to it. Some of us will admit that we cannot sing too well or that we do not excel at reading poetry aloud. But the way we admit it makes either activity itself appear a bit sissified anyway.

How this discount which all of us place upon personal deficiencies works out in ordinary human relationships is nowhere better illustrated than when someone takes seriously one of the most ancient and

honored adages in the English language, and goes to town with it on people he knows. It runs to the effect that "our best friends tell us our faults". Probably there is no surer way to make people royally hate you than to give this idea a real workout in daily practice.

DON'T "TYPE" PEOPLE TOO EARLY

How does this bear upon our immediate discussion? Well, there is reason to believe that bosses rather generally tend to "type" the shortcomings of people who report to them, fairly early in the course of their employment. Perhaps as a consequence of repeatedly observing how new workers "take hold" of the job, the boss actually may have a fairly sound basis for these prejudgments. But he can all too easily telegraph his "minus" impressions to the employees involved, through omissions and apparent oversights in parcelling out the work. And if he really has a negative opinion of the abilities of any particular worker, that worker is almost certain to know it, even though not a single word is openly said on the subject.

I think that the boss makes a mistake when he ignores, in this fashion, the pre-occupation of the average worker with his own future. He wants to feel that he can "get ahead", and tends to interpret most of his job experience in terms of whether or not he is likely to attain the advancement normal to the position he holds. He wants a fair "try-out" and particularly dislikes being prejudged without trial. The fact that the boss may actually "know best" is no real comfort, if it is apparent to the worker that he is not to be given a chance.

This, as I have stated, is only one example of dealing with faults and shortcomings upon a basis which the average person is unlikely to accept in good spirit. It is an important one, first, because it is very common and, second, because it ordinarily involves the so-called "silent treat-

ment" which, if anything, is worse than telling the worker flatly that he has no future.

It is almost always feasible, even when dealing with people who positively will not admit that there is anything they can not do, to point out that they do some things better than they do others. They can accept being passed up in favor of someone else who is better prepared at the moment, if given the idea that, when their turn comes, they will be given a shot at a better assignment. In any case, the boss does no one any good by telling him, either directly or by implication that "he does not have what it takes". Even when dealing with a fault or shortcoming that may, in fact, preclude any advancement, the fault should have come to light in some form of trial at the work involved. Discussion of a particular shortcoming should be offset to the fullest extent practical by mention of work which the employee is performing well.

CHECK PERSONNEL RELATIONSHIPS

None of this discussion differs materially from the suggestions included in almost any up-to-date Job Relations Training course. Most companies probably have undertaken training programs along this line. The teaching is ordinarily excellent. But the examples used to illustrate proper handling of employee problems usually deal with individual situations that can be handled from a clean start. There is little suggestion as to how to go about cleaning up any backlog of ill will which may have had its inception, not in misdeeds of the employees, but in the tactlessness of the supervisor himself.

What is needed, in addition to Job Relations Training, in my opinion, is an organized effort to determine the going state of personnel relationships throughout the company, as they prevail at the working level, and to do something about relationships that are not going well. This effort

should ordinarily be initiated and followed through staff-wise by the Personnel Department. The first objective is to locate, wherever they exist in the company, situations in which improvement in personnel relations could be expected to result in better output.

HOW TO APPRAISE RELATIONSHIPS

Such determinations can be got at from several angles. One is through study of cost results achieved by the respective supervisors in charge of comparable groups of workers who perform substantially the same work. I have known of few instances in which such study has failed to bring to light fairly wide differences between the best results and the poorest. Where the job is really going badly, there is usually some evidence that the people who do the work are not "putting out" for the boss.

Another indication of the going state of personnel relationships is furnished by the grievance blotter, if you have one. Or the record of disciplinary actions, particularly as to the locale and frequency, may serve to identify trouble spots. There should be no element of assuming out-of-hand that the supervisors involved are necessarily inept in dealing with people. But there is usually some profit in isolating the spots in which people are not getting along with each other, or with their jobs, and finding out why.

The best procedure of all, in my opinion, lies in systematically taking inventory of personnel relations throughout the company at stated intervals. The first step is to find out where each employee stands with his supervisor, what has been done to inform each employee who is doing good work that such is the case, and what the supervisor has in mind with respect to employees who present some sort of problem. The second step is to prompt the supervisor to plan an appropriate action, wherever the situation calls for it.

I can let you in on a secret in this latter regard: most supervisors do not like to face up to employee problems, and do not see in situations in which employees must be corrected, a constructive opportunity to work toward an improved end result. Some simply "blow up" and let the employees "have it." Others, more typically perhaps, dispense correction with obvious distaste for the task.

I have no desire to overdraw this picture or to conjure up a chamber of horrors for anyone to contemplate. Obviously many employees live comfortable lives on the job, and would be surprised at any suggestion that the boss to whom they report is a holy terror. But they might be equally surprised to learn that anyone looks to the boss in question to contribute something positive to the working relationship which,

in itself, will provide a source of satisfaction in doing a good job.

This rather homespun consideration of "non-financial incentives" may prove disappointing in that no master plan has been forthcoming. My strong personal conviction is that the basic personnel relationships which make or break company morale, and which inspire or fail to inspire cooperative performance are found on the job.

The supervisor must be brought to understand that he has responsibilities which go beyond the exercise of technical skill in directing the day's work. He must become a pretty good personnel man in his own right. No one else is as well situated to capture the interest or develop the good will which prompts people to want to do more than they strictly have to do in order to remain on the payroll.

About the Authors

Guy W. Wadsworth, Jr. was named president of the Southern Counties Gas Co., Los Angeles, after about twenty years with the company. A P.J. "profile" of him as recently as June 1954 described him as vice president and general manager. He had worked for the company during his Occidental College days. Following an assignment in Central America for the State Department, he returned to the company as a member of the industrial relations department, and later became head of the department. Out of his interest in the study of the temperament and abilities of workers grew the well-known Humm-Wadsworth Temperament Scale.

Wendell M. Patton, Jr. is a senior associate with Bruce Payne & Associates, Inc., management consultants. Dr. Patton specializes in company organizational problems, executive selection and development, communications, and psychological testing. He has a B.S. from Wofford College, M.S. from the University of Georgia, and Ph.D. from Purdue; has taught at several colleges and universities. He is now living at Greenwood, South Carolina.

Eugene Emerson Jennings, Associate Professor of Management at Michigan State College, East Lansing, will be well remembered by P.J. readers for a number of articles on several aspects of supervision, written when he was associated with Wharton School of Finance and Commerce, University of Pennsylvania. Dr. Jennings' Ph.D. in Personnel is from the State University of Iowa.

Louis J. Cantoni joined the General Motors Institute in 1951. His main job is teaching psychology in the Institute's cooperative engineering, business administration and dealer programs; he also trains GM's management personnel in human relations skills. Dr. Cantoni earned his Ph.D. at the University of Michigan, and also studied at the University of California, Berkeley. He was personnel manager with Johns-Manville at Pittsburgh, California; a psychiatric social worker with Detroit's Public Welfare Department and Receiving Hospital; psychological counselor in the Office of Vocational Rehabilitation, Detroit.

A Yardstick for Personnel Records

By WENDELL M. PATTON, Senior Associate
Bruce Payne & Associates, Inc., Atlanta, Georgia

HOW LONG has it been since you stopped and took a good look at your forms and records? Even though your specific forms were based on the requirements of your company, do they fill the bill now? Are they necessary? Are they obsolete or too time-consuming? Does each serve a purpose that can't be accomplished more efficiently and more economically in some other way? Ask yourself these questions and save yourself a lot of work and headaches later.

The importance of the proper records cannot be overestimated, so long as we remember they are a means to an end and not an end in themselves. In most instances no attention is given to the development of forms—they just happen. Even when considerable attention has been given the development of forms at the time they are put into use, once they are put into operation they seem to run from sheer momentum, entirely independent of changes in company policy and philosophy—regardless of good or bad—efficient or non-efficient.

Take out copies of your own forms, records and reports, lay them on your desk and run a quick appraisal. Take a good look at them. Does the old adage, "Can't see the trees for the forest" apply? Regardless of how good a job you did in designing and developing your records, it is inevitable that duplications, complications, obsolete and non-essential information will creep in after a time.

Periodic re-evaluations will result in a simpler, easier to operate, more efficient system for you. We do not mean that wholesale revisions are in order, but that they should be constantly in line with the objectives of the company and the departments. They should supply all of the neces-

Records can run away with you if you don't watch out. Some may have outlived their usefulness to you: others may cost a good deal more in time and money to maintain than they're worth. A periodic appraisal of them, form by form, could pay you well. The author names eight desirable characteristics to look for. His "yardstick" itself appears on the inside cover page.

sary information and refrain from maintaining non-essential information which can be a great expense. An annual evaluation of personnel records might prove quite an eye-opener.

American Management Association's Research Report No. 4, "How to Establish and Maintain a Personnel Department", listed a number of desirable attributes for personnel forms. By combining these with others that we have found to be vital, a yardstick for personnel records was developed. This yardstick, shown on the inside front cover, has eight divisions but none of them has hard and fast boundary lines. They overlap and affect each other. But if you will answer honestly the questions presented with respect to each of the forms which you are now using, it may pay great dividends in increased economy and decreased effort.

Start with any one of your forms and check it against the eight elements on the yardstick. Assign it a rating on each of these elements by placing a check in the appropriate column.

Simplicity—By simplicity, we mean whether or not it is plain, functional and

easy to understand. Don't try to glamorize your forms. These forms are tools to be used to serve a need and are not show pieces. Only those items which are needed should be retained. Complicated forms are often impressive but they are a luxury which most companies can ill afford.

FORM TOO GRAND FOR PURPOSE

Recently a form was studied which was designed originally as an application blank. It was printed in three colors with seven sizes of type. One complete page was used as a title or cover page. Since a system of weighting stencils was used for individual appraisal, much of the personal information such as age, sex and marital status was requested in the form of large double-lined blocks printed vertically along the sides of the pages. It was beautifully done and it would have been fine if the applicant could have been trained to fill it out. Actually it was not doing the job that it was supposed to do. Pretty—yes; practical—no. The applicants could not understand what was requested of them or how to record it. Simplicity would have increased the effectiveness in this case.

Clarity—In considering the simplicity of a form, immediately the question of clarity arises. There have been cases where oversimplification destroyed clarity or meaning so that the form was almost valueless. But complexity can also cause considerable confusion and misunderstanding. Pull out a handful of your completed application blanks and run through them. How often did you fail to get the information you had in mind? How many spaces were left blank? How many misinterpretations do you see? Which items seem to be causing the most misses? How much assistance do your personnel clerks have to give people who fill out these applications? The chances are that you will be surprised at the confusion indicated by the responses of some of the applicants.

Recently while examining the insurance claims of employees in a large textile mill, two women evidently misinterpreted the item on the form which read "Date ——— 19 ———". Even though that item is about as simple and clear as they come, confusion still existed. One woman wrote "yes—anytime" while the other filled in the blank by writing "yes—very much". Believe it or not, investigation showed that they were perfectly sincere and were not being facetious.

It is surprising how a simple question can be misinterpreted. Even when dealing with well-educated applicants and professional people it is extremely important that our questions be very simple, clear, direct and to the point. We must take particular pains to see that they are not generalized or open-end questions, but are phrased so as to yield a specific and definite answer that can be interpreted and tabulated.

PEOPLE EASILY MISUNDERSTAND

On an evaluation blank the item "*Training*", along with appropriate blocks, was used to find how much supervisory training the person had completed during the previous year. This brought forth everything from a Ph.D. in Chemistry to a two-hour shop conference on tooling procedures held several months before. In addition, flying lessons, correspondence courses and garden club meetings were noted. Obviously this was not what the personnel department desired at all. Clarity and simplicity run hand in hand and even overlap, but be sure that you have them in your forms.

Practicality—This is often an embarrassing question, but it never does any harm to ask ourselves just exactly what purpose each particular form serves. Many times it may be difficult for us to be honest in answering such a critical question about a brain child. In spite of our ego-involve-

ment, forms and records must pay their way. The chances are good that, after an analysis, you will decide that some of the information the form yields is not completely necessary. Perhaps it is not even used. It may not be practical for a company the size of yours.

A small plant with less than ten supervisors recently developed an elaborate four-page supervisory merit-rating form. This was used quarterly and the form itself was good, but it was not practical in such a small plant with such close personal contacts. A form of that nature would have been advisable only in a plant so large that management had no better way to know its supervisors.

WAYS TO IMPROVE PRACTICALITY

Many things go into making our forms and records practical or impractical. Most of these things are small in themselves but, taken together, they are tremendously important. There are several ways to improve the practicality of your forms as you design them. One is to invite everyone who must use this particular form to consider its design and the information requested, offer any criticisms or suggestions, and finally approve the design. Thus, weaknesses and possible improvements will be noted before the form is adopted.

It is also important to determine the purpose of the form and to make the most important items prominent; generally placed near the top of the form. If the form is to be bound, sufficient space for margins should be provided. For many questions you can provide boxes for the answers to encourage a more economical use of words.

The name of the form should be printed plainly at the top and a place left for the date. How many times have you picked up a form and had no way of knowing how up-to-date the information was? It is also a good idea to give each new form an identifying number, particularly if a large number of forms are used or if frequent revisions

are necessary. Then too, a little thing like making the spaces on the form match the double-lining space on the typewriter can save considerable expense if the form is used often.

You may find it an advantage to align the printed data that precedes the blank lines, on the right rather than the left side. This will permit the blank lines to fit evenly under one another and a typist can use a tabular key when filling the form.

Group your information by departments so that each department can find the information it needs in one section without wasting time. Also confine as much information as possible to one side of the page. All of these are simple things and probably of little importance by themselves but together they will determine whether your form is practical.

WHAT KIND OF PAPER TO USE

Durability—When rating your form on this characteristic you must ask yourself for each record—is this to be a permanent, temporary or semi-permanent form? Examine its physical properties, the kind of paper, and whether it will survive the handling it will get. Note whether the entries are made in pencil, ink or typewriter, and how long they are likely to remain legible.

An application blank of Company A may be filled out in pencil (and on a comparatively low grade pulp paper) because the information is reproduced on another form which will be the permanent record. Company B, which combines the application form with the personnel record, will have to use a heavy paper and the entries will have to be made in ink or typewritten.

A good quality paper must be used if the form is relatively permanent or if it is handled extensively. Temporary forms and forms that are seldom referred to can often be printed or processed on less expensive paper. The degree of permanency you want

should determine the grade of paper you use. For records that will last more than ten years, 100% rag paper is called for. For only one to three years life, 100% sulphite paper will be satisfactory. For three to six years, your paper might be 75% sulphite and 25% rag; for six to ten years, half and half.

HAVE A "FAMILY" OF FORMS

Uniformity—Lay copies of all your forms side by side. See whether you notice any resemblance or uniformity. If you don't—you should. Insofar as possible forms should be standardized as to size, structure and use. This facilitates the preparation, the handling, the filling out and the interpretation. If the name and address is in the upper right corner on one form, it should be at the upper right of other forms if possible. If the social security number follows the name on one form, it should follow on other forms where the number appears. This will save a tremendous amount of time in typing these forms, as well as in extracting information.

Of course, it must be recognized also that *excessive* uniformity can weaken your record system. For filing and various classifications it is well to highlight the essential information which might otherwise be buried. Records of absenteeism are obviously kept to show absences, the date, duration and causes. Accident records are obviously kept to show accidents, the dates and causes and extent of difficulties. The purpose of the record or form must certainly be taken into consideration when applying this yardstick of uniformity.

Distinctiveness—Although this characteristic might appear to contradict the characteristic of uniformity, it actually does not. Individual forms and the information they contain should be readily accessible and easily identified; different colored papers may be used. The form should be easy to handle. The information should be

available at a glance. The data should be arranged in order of importance. Always remember that the purpose of the form must determine whether there is any advantage in varying the size of the type, size of important items, underlining, addition of extra color, using flags or specifically marked cards or edge markings. Make your forms work and work well.

Economy—Economy must be considered in two ways. First, the original cost of producing the forms. This cost must be weighed against the purpose they will serve. In other words, is it worth it? Would it pay to use a different size sheet to conform with the printer's raw stock, or a different grade paper? Could it be said with fewer words or use less space? Can the layout be improved so as to reduce size? Can the type be standardized?

The second consideration for economy is probably the most important and yet is the one that is usually not considered. How much will the operating expenses be? What will it cost to maintain and use this form? How much time will be spent on it? Is there a less costly way of doing it? Can it be standardized with another form so that by the use of carbon paper or carbon surfaces one typing will suffice for certain information? Can duplicating processes be used? Are the lines the same as the lines in typewritten copy or will the typist have to adjust manually? Remember that the cost must never exceed the value of the information that the form yields.

ECONOMIES IN THE PRINTING

Many times personnel directors will find it advantageous to order small quantities of new forms first so that there will be less waste if changes have to be made. You may save, too, by ordering forms of the same size and quantity at the same time. Many times arrangements can be made with printers to print some of the forms at their convenience, so that they can

employ otherwise unused press space. Sometimes the printer will store type forms and print on order. This, of course, results in somewhat lower quotations. Before deciding on the size of your forms, ask your printer what sizes will cut without too much waste from standard-size sheets.

One medium-sized company saved \$2900 in a single year as the result of checking the quality of paper really necessary. An examination may show that as much as 50% of your present forms could be printed on a good sulphite bond instead of the more expensive stock that you may be using. Rack your brain—is there any possible way for the same information to be gained by less costly methods than you are now using?

Necessity—Is this particular form absolutely necessary for the proper control, or to furnish information? Is it just as necessary today as it was when it was adopted? Could the proper controls or information

be maintained from another source or perhaps by combining two forms? Is there any way to reduce the forms you now have without sacrificing any substantial degree of efficiency? It is not uncommon to find a personnel man or an industrial relations department a complete slave to a multitude of forms and records. In the past there have even been instances of excessive paper work merely to give the impression of hard work and top-level performance. This is certainly inexcusable.

As all good personnel men know, there is no justification for records other than improving efficiency of operations. If they don't help you, toss them out. Records are the very heart of our work, they are the tools for obtaining, furnishing and maintaining facts and figures which modern industry needs to function. But let's keep these tools sharp by re-evaluating them periodically.

BULLETINS ON PERSONNEL EVALUATION

COMPLIMENTARY TO PERSONNEL ADMINISTRATORS

- (1) **STEPS IN HIRING.** Recommends thirteen steps for scientific processing of an applicant through the employment procedures. 7 pages.
- (2) **DESCRIPTION OF BIOGRAPHICAL FIELDS.** Descriptions and directive questions for the interviewer in 13 biographical-psychological fields. 10 pages.
- (3) **PERSONALITY EVALUATION OF EMPLOYEES.** Describes the basic personality factors, and their relation to job success-failure in business and industry. 8 pages.
- (4) **STEPS IN MERIT RATING PROGRAM.** Outlines nine steps for a company merit rating program, including supervisory training, administrative decisions, employee progress review. 20 pages.
- (5) **STEPS IN PERSONNEL TEST PROGRAM.** Ten recommended steps for a company program in aptitude testing, including a series of nine case studies. 12 pages.
- (6) **SOURCES IN PERSONNEL MANAGEMENT.** Lists names and addresses of 147 journals, 53 associations, 67 book and test publishers, and 106 industrial relations centers. 15 pages.

The above bulletins will be sent without charge to personnel administrators. Please make your request on company letterhead, stating names of bulletins desired, and that your request is made as a Personnel Journal reader. Send to Industrial Psychology, Inc., Box 6056, Tucson 6, Arizona.

Industrial Psychology, Inc. publishes the *Application-Interview Series*, *Aptitude Job-Tests Program*, *Personality Factor Series*, *Merit Rating Series*, *Vocational Guidance Packet*, *University Packet*. Professional Associates in Chicago, Washington, D. C., Buffalo, Grand Rapids, Milwaukee, Kansas City, Mobile, Denver, San Francisco, Los Angeles, Montreal, Toronto, Honolulu.

Democratic Supervision Thrives Only in the Right Group Climate

By EUGENE EMERSON JENNINGS, Associate Professor
Michigan State College, East Lansing, Michigan

SUPERVISION is the art of getting things done through others. In addition, supervision concerns determining what needs to be done, and these decisions are often more important than carrying them out. In autocratic supervision the decision-making process is usually centered in the supervisor alone. A factor that distinguishes democratic supervision from autocratic is the opportunity for workers to influence their supervisors' decisions.

Of course, decisions range from those that can be made habitually by the supervisor to those that require careful consideration. Similarly, they range from decisions that can be made by both the workers and their supervisor to those that can be made only by the supervisor himself. The goal of democratic supervision is to find more and more opportunity for workers to offer opinions, suggest, and agree upon solutions. Democratic supervision develops the participation of workers in the decision-making process.

However, the main emphasis in democratic supervision is not obtaining participation, but rather creating a *climate* or *atmosphere* which fosters the workers' desire to contribute responsible suggestions on their own initiative. In other words, it is not the *opportunity* to participate, so much as a climate encouraging constructive participation, which is basic to democratic supervision. When the climate is permissive, workers participate without too much urging.

To create a climate conducive to participatory decision-making, the supervisor must be aware of certain tendencies that

Workers want some say in the making of decisions with respect to their work. And yet, says the author, the opportunity to share in making decisions is less important than creating and maintaining a climate in the work group which encourages workers to participate. Several things that militate against the right climate are discussed and illustrated out of the writer's consulting experience.

usually are present to defeat this aim. One thing to watch is the workers' dependence upon the supervisor for the satisfaction of some of their needs. Offhand, the supervisor might think that his workers' dependence upon him would cause them to accept decisions made in their interest. Unfortunately, this is not usually the case. Few workers like being dependent upon a supervisor, and many of them work as hard to be independent of him as they do to perform their assigned tasks. This is to say, on the one hand the supervisor is regarded as one who contributes to the satisfaction of their needs, and on the other hand he is considered an obstacle to be hurdled.

The desire of employees to be less dependent upon their supervisor works against the creation of a climate which encourages participation. Rather, they try to develop ways to be independent. The worker who habitually disagrees is an example. Another is the worker who comes

to the supervisor for help to repair his broken machine, but regrets this dependence. He may remark, "The machine is broken! What are you going to do about it?" These are two of the several ways that workers strive to be independent of their supervisor.

In order to bring about a climate whereby workers will not habitually argue, disagree and undermine the supervisor's good intentions, the supervisor can not ask them directly to quit their faults. To try to talk them out of their annoyances usually serves only to bring them out in another form.

WORKERS KOTOWED TO SUPERVISOR

One supervisor in particular tried to talk off several workers who argued and disagreed with him when he changed their work assignments. He gradually became irked and suggested that they were "spinning their wheels on ice" and should do "less talking and more working". Although they took his suggestion, they did not cease to show their irritation. The next time he changed their work assignments they bowed low before him in expression of servitude. Although this was regarded by many workers as a joke, the supervisor was quite irritated.

Dependence is not as unbearable as the loss of status, respect and usefulness that may go with dependence. Workers will often do much to regain these essential things when denied them. If denied them by the supervisor, they often turn to their fellow workers to gain these values.

It is very easy for the supervisor to deny these to workers and thereby make impossible a climate conducive to constructive participation. For example, one worker came to his supervisor with what he supposed to be a "real hot" idea, to which the supervisor listened and remarked, "Well, thanks, Joe, but I have things under control."

This is a perfect example of how to destroy status, because the supervisor's independence of the worker was promoted at the cost of making the worker feel useless. Although the worker was mild-mannered and returned to his bench quietly, he could have remarked, "Well, okay, you are the boss. I just thought I would suggest." The supervisor's desire to give status, respect and usefulness to workers is basic to motivating constructive participation.

A second factor that often works against a climate that encourages constructive participation is the tendency for informal leaders to spring up among the workers to dilute the leadership of the supervisor. In every group some workers stand out as more aggressive, brighter, more clever and resourceful. One worker may be looked up to as clever at cards at lunch time; another may be respected for his sound argument; another is enjoyed for his jokes and dirty stories. Eventually the work group develops its own informal leaders who influence their thoughts and behavior.

HANDLING THE INFORMAL LEADERS

Many of these informal leaders win favor with their fellow workers because they know how to express their independence, how to "put one over" on the boss, how to get out of doing something. They are a potential menace to the better interests of both workers and supervisor.

In an attempt to reduce the detrimental affects of such leadership, one supervisor decided to give the informal leaders more status and recognition, hoping that they would feel satisfied. But this did not work too well, because two of the leaders rejected the supervisor's interest in them. The reason was that they received much of their status because they were known to disapprove of the supervisor; his efforts to recognize them threatened to destroy the basis of their leadership.

One way to lessen the tendency for some informal leaders to counteract the good intentions of the supervisor is to attempt to give *every worker* status, respect and usefulness. In this way the usefulness of the informal leaders is not destroyed. Rather, it is leveled down by other workers' participation.

A third element that works against a participatory climate is the fact that to a certain extent each worker is a "law unto himself". That is to say, each will sometimes make his own decisions independently or in line with another worker's. Thus, when the supervisor decides the proper procedure or gives out a work assignment, the workers involved consider whether or not the decision is to their liking.

TAKE WORKERS' NEEDS INTO ACCOUNT

However, the tendency for each worker to be a decision-making center has its advantages too. One is that all the supervisor really has to do about the fellow who "has a mind of his own" is to pay more attention to his reactions, and do a better job of explaining and convincing. But in following this course it should be kept in mind that there is a fundamental difference between the basis upon which the supervisor makes a decision and the basis upon which the worker makes his decision. The supervisor is oriented more toward the motto "be efficient", while the worker is oriented more toward the motto "be happy". For every decision that is made on the basis of departmental efficiency, the worker makes one regarding his own opportunity for need-satisfaction. To be happy and satisfied is far more important to the worker than to be efficient.

Perhaps the solution is to try to make decisions that take into account both the needs of the workers and the demands for efficiency. An example of this is the supervisor who was asked by his workers to

supply an oil-less lubricant for their machines. It seems that the lubricant used, besides being smelly, was irritating when squirted on the workers' hands and faces by the machines. The workers griped about it at lunch time but the supervisor replied that the department had a huge supply of the lubricant and could not afford to throw it out and buy a substitute. This seemed like a wise decision, cost-wise.

THE CASE OF THE SMELLY OIL

But the workers were not happy and decided that the "boss was too cheap to give them decent working conditions". One remarked that the "boss ought to try running the machine for a while and see how pleasant it is to scratch your arms and hands with that gritty oil". The workers returned to their jobs and the supervisor went about his.

But the supervisor later saw his workers' side of the picture, and decided to place a protection apron on the spinning parts of the machine to prevent the lubricant from spattering the workers. In addition, he placed the lubricant outlet at a new angle to throw more of the lubricant toward the machine and away from the workers. This was done at a relatively small cost by the repair crew after the workers left the plant for the day. The supervisor was satisfied that he had arrived at the best solution, considering both the cost and the workers' desires.

But the fact was that *he* had arrived at the decision, and not *he and the workers*. It so happened that the next morning the workers were surprised at the innovations and accepted them as good. However, several thought the "boss spent more money trying to be 'efficient' than he would if he had bought new oil." When the supervisor told them that the cost was relatively little, one worker returning to his machine remarked that, "It probably cost nothing if the boss decided to do it".

This story may seem to support the notion that workers are never satisfied. But the point is that the supervisor had an excellent opportunity to capitalize on the decision-making tendency of the workers by asking them for suggestions after he stated the reasons for his decision not to buy additional lubricant.

Another thing must be done to create a climate that is favorable to participatory decision-making. That is, you must on occasion take into account experiences in the workers' backgrounds, and deal with such experiences when your people revert to them. This is like a desensitizing process. One time for it may be when a supervisor holds a group discussion about what to do with a problem, and is irritated because the workers seem to regard it as a golden opportunity to criticize him.

DEAL WITH BACKGROUND TROUBLES

This criticism may be very subtle, as in the case of the supervisor who held a meeting for the first time and asked for suggestions on how to run the department more efficiently. The workers were quite shocked that the boss would ask them for advice: they led off with a few comments aimed directly at his handling of certain problems in the past.

The supervisor suggested that these problems were in the past and could not be decided upon again, and asked for "current" suggestions. Eventually the workers, while mentioning a few current problems, related these to what had happened in the past. The supervisor began to feel that they were trying to get even with him rather than help him solve immediate problems.

The meeting ended in what the supervisor believed was a failure. He thought the workers were "irresponsible" and incapable of a constructive attitude. He decided, however, that he would try again the next week, and was disappointed by similar results. In one instance a worker

suggested that they discuss the handling of a very controversial problem that had occurred some years back. Again the supervisor insisted on forgetting the past, and starting from scratch. Again he thought the meeting was a personal attack on him.

SHOWED SUPERVISOR THE LIGHT

When this case was analyzed for the supervisor, he could see the necessity of clearing up the backgrounds of the workers with respect to problems which had been mishandled in the past. He saw that he might well have asked them what decisions were made that they did not like; which of his methods were offensive to them. These feelings and emotions needed to come out before the workers could be expected to offer constructive participation. The supervisor did not realize this, but believed that the workers did not desire to participate. Furthermore, he had not been willing to discuss his previous mistakes, which were the root of the "destructive" tendencies.

After such counsel the supervisor returned the following week and discussed his reasons for past decisions. He even admitted making mistakes and stated that he did not want to make the same ones again. The meeting a week after this humiliating experience found the workers far more constructive in their participation.

When workers' previous experiences are not brought into the open and understood and appreciated by the supervisor, the chances for constructive participation are almost nil.

Thanks for Them Kind Words

"Among the other good intentions I have not carried out is that of writing to tell you how much I enjoy *Personnel Journal*. I get a great deal of literature which I scan quickly while flipping the pages. *Personnel Journal* is one I read."

—from Louis J. Kroeger, of Louis Kroeger & Associates, California management consultants.

21 Signs That Suggest Serious Emotional Disturbance

By LOUIS J. CANTONI, Psychology Department
General Motors Institute, Flint, Michigan

IN THE course of his day's work, the personnel administrator sees and talks with many people. Many times the success of his contacts with subordinates, with peers, with superiors, and with a host of others, both inside and outside the office or plant, depends upon his ability to recognize symptoms of serious emotional disturbance. Ordinarily, these symptoms manifest themselves in what people say and do.

Everyone has his idiosyncracies. Stated otherwise, everyone is *somewhat* neurotic. Everybody rationalizes once in a while, blames others for his own failures, daydreams on the job, overcompensates for some personal lack, or claims illness and takes an unwarranted day off. But these forms of behavior, occasionally indulged, fall within a "normal" classification.

On the other hand, the problems of some of the individuals seen by the personnel administrator are rather severe. In these instances, more often than not, commonly applicable understandings and generally successful methods do not seem to apply. It may be that these people are exhibiting abnormal behavior that is usually kept under control. Or it may prove that, after fighting a losing battle with their frustrations and fears, they are on the verge of a major mental illness.

The personnel man often functions as a counselor and a therapist. By training or by natural inclination he may develop real skill in helping others to resolve emotional problems related to the job. He is not primarily a therapist, but to carry out his responsibilities most effectively he needs to

All of us at times are a little "queer". But the personnel man has to deal with some aggravated cases and it helps if he knows how to identify them. The author lists some signs of emotional disturbance so severe that it must be taken into account in a work relationship.

be able to recognize emotional disturbance when he encounters it. In the light of his knowledge, he can then (1) take the disturbance into account in his efforts to help the individual, and (2) perform his job without excessive concern if he is unable to straighten out the distressed person.

In the environment of an office or plant, complex personal problems sometimes appear to defy understanding. But by picking up all available clues, the personnel administrator can work better with the troubled individual. Here is a list of symptoms which, in varying degrees, suggest serious emotional disturbance:

a. Recurring periods during which the individual does not seem to know what is happening or where he is, may not recognize associates, and may indulge in talk which seems to be directed at no one in particular.

b. Highly unrealistic views about personal abilities and future status on the job.

c. Progressive difficulty in concentrating and in remembering, with consequent failure in work assignments.

d. Frequent demands for change of job assignment because of lack of accomplishment on present job.

e. Slovenly attire, or dress that is conspicuous or unusual, in an individual who previously exhibited good taste.

f. Queer mannerisms, such as affected speech, repeated clearing of the throat, unmotivated laughter, grimacing, gesturing, or posturing.

g. Seclusiveness, with apparent discomfort and fear when obliged to be with others in a social or work group.

h. Habitual belligerence, uncooperative behavior toward others on the job.

i. Display of moods inappropriate to the situation, such as elation over one's own ineptitude, or despondency over recognition and success.

j. Wide mood swings within a period of a few hours, a few days, or a few weeks, with no apparent relation to recent or current events.

k. Severe depression, marked by a slowdown in mental and physical activity, or by sleeplessness, crying spells, self-accusatory statements, a sense of hopelessness and failure, or by suicidal thoughts.

l. Incongruous exhibitions of great charm, wit, and decisiveness.

m. Rigid patterns in job performance, with extreme upset when the accustomed routine is broken.

n. Reaction of panic when exposed to a certain situation or experience which, in itself, is innocuous.

o. Persistent complaints by the individual that people are "picking on" him.

p. Undue suspicion of the motives of others.

q. Bizarre tales, confidentially told, of people in responsible positions, who may be viewed by the tale-bearer as unfeeling, sadistic taskmasters.

r. Chronic efforts to organize cliques through which the members can defend themselves against imaginary threats.

s. Constant bragging about accom-

plishments or possessions which do not actually exist.

t. Impressive but indiscriminately applied attempts to ingratiate oneself by reflecting the beliefs and values of others, but with complete disregard for facts or truth.

u. Unending promises to change unstable personal habits and to improve a poor work record by getting along with the marriage partner in the future, by making up with fellow workers, by staying out of scrapes with the law, and by abstaining from further bouts with alcohol.

Personnel administrators should keep in mind that many of the emotionally ill, including some out-and-out psychotics, get along in the community and maintain regular employment. They should also be aware that, like the physically handicapped, the emotionally handicapped perform better on jobs which accommodate their handicap to some degree.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.



With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.

Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Personnel in the West

By EDWARD N. HAY, Editor
and DORIS D. HAY, Assistant Editor

Thirty-five years ago the word personnel was rarely heard and stood for an idea which was little known or recognized in the working world. The title of industrial relations had not been invented. The labor union as we know it today did not exist; the "vertical" union had scarcely been heard of. Today every businessman, and indeed every executive in working groups of all kinds, understands the importance of paying close attention to his human relations problems. In the words of the modern personnel man, "every boss is his own personnel man".

October is the time of year when personnel conferences get into full swing. It is the time of year when we like to go abroad and see what is going on in the personnel work in other parts of the country. In recent years we have been fortunate in being able to visit several important conferences in the far West. This year we began our trip with a visit to the Southwest, making stops in Oklahoma and Texas before moving on to California. This is a brief account of some of the things we saw and heard.

OKLAHOMA A&M UNIVERSITY

Oklahoma Agricultural and Mechanical University at Stillwater provided one of the highlights of our three-week trip. Dr. "Pete" Lohmann was our host and we saw everything. We had an opportunity to meet some of the faculty and graduate students in the Industrial Engineering Division of the Engineering School and to learn that their policy is to emphasize good thinking in the solution of problems rather than concentrating on acquiring specific information.

The University itself made a great im-

pression on us. A striking feature was its size. It is one of Oklahoma's two large universities and has more than 9000 day students, over 2000 of whom are in the Engineering School, a fact which should be interesting to readers who recruit from colleges each year. The outstanding impression made by the many students we saw and met was that here is a slice of the real America. They were certainly a fine sample of young America, not excelled by any student body we have seen.

MOST IMPRESSED BY LIBRARY

A number of features of the University were interesting, perhaps the most striking being the library. All the emphasis was on usefulness. The library is open until midnight every day of the week and is visited each day by more than two-thirds of the entire student body. Many comfortable places for study are provided. Not only are the stacks accessible to all visitors but the library is so designed that it is natural and easy for the visitor to enter immediately into the stacks and examine and select the books he wants.

The spirit of the University was beautifully illustrated, we thought, by the policy of the former President, Dr. Henry G. Bennett, who in his 28 years in that position was greatly responsible for the development of the University until his untimely death in 1951. When hordes of veterans, after the war, were asking for admission he said, "These boys did not wait to serve their country; they will not have to wait to get their education". Under this policy all eligibles were accepted and the University expanded enormously in a few years.

YOUNG PRESIDENT BOOSTED MORALE

We made two brief stops in Texas, one at Dallas and the other in Houston where we transacted some business and had a pleasant visit with relatives.

San Francisco came next and here the editor made three talks, one before a luncheon group for the Society for Advancement of Management on "Manpower Development"; and two before the 32nd annual conference of the California Personnel Management Association at Berkeley. We remained to hear most of the speakers for this excellent three-day conference which ranged over the usual topics.

Perhaps the most striking talk we heard was given by Charles H. Percy, President of the Bell & Howell Company, a job to which he was elected three years ago when he was only 30. At that time morale among the employees of his company was greatly disturbed and the company was being pressured by a communist led union. His new policy emphasized the individual and during the ensuing three years striking progress in improving morale has been made. Among the methods he has used are these: conferences for foremen, especially intended to explain company policies; committees from among supervisors elected to help improve working operations; better and quicker handling of complaints and grievances. Great attention has been paid each year to explaining to employees and their relatives the annual results of the company's operations, with an explanation of how all funds received from sales were expended. Mr. Percy's account was almost exciting to hear and was enthusiastically received.

The annual personnel conference held at Palm Springs by the Merchants and Manufacturers Association of Los Angeles was as highly successful as always. This is the fourth such conference we have attended. It opened with a talk, "No Sale—No Job", by Alex R. Heron, Vice President, Crown Zellerbach Corporation. He showed

the importance of management's responsibility to provide jobs to workers by selling goods and services. Management has the responsibility of making clear to workers that only sales can provide steady work.

It was interesting to learn something about the work of the National Labor Relations Board, whose operations were described by Albert C. Beeson, a member of the Board, and the only one from industry. Mr. Beeson remarked that it was disappointing to see how little interest industry takes in the operations of the Board. It was surprising to hear him say that no other member of the Board, present or past, had had any experience in the industrial problems of labor relations.

E. S. Bowerfind, Director of Public Relations for Republic Steel Corporation, told an interesting story of how his company, with the aid of the University of Chicago and the Case Institute of Technology, have developed ways of improving their supervisors' understanding of economics and its relation to jobs.

HEARD HOW TO COMMUNICATE

The importance of communication in a manager's job was discussed by Robert C. Hood, President of Ansul Chemical Company, Marinette, Wisc. His "Principles of Communication" were extremely interesting. Here they are:

1. In giving information, think of the receiver.
2. Allow time for mental digestion before expecting action.
3. Timing is important; sometimes a man is not ready to hear you.
4. Feelings are facts to other people.
5. Different groups have different kinds of receptivity to ideas.
6. Make full use of the "feedback"; allowing your hearers to respond.

This was an unusually stimulating talk.

All of the talks are worthy of mention although space does not permit it. S. Avery

Raube of the Conference Board spoke under the heading of "Hard-Money Policy of Personnel Administration." He gave several examples of dollar savings credited to various personnel programs. It is very difficult to find instances of actual saving brought about by personnel programs, so Raube's talk was unusual, as was the manner of delivering it, which he did

extemporaneously from notes. His talk gives a renewed feeling of the vital importance of paying careful attention to good human relations management.

The excellence of this conference, as usual, was due more to the skillful planning of "Mac" McKeand than to anyone else, and it gave one a feeling of great re-assurance in the good citizenship of business.

Personnel Conference in Cincinnati

No personnel conference, surely, ever was given a prettier welcome than was the 6th annual conference of the American Society for Personnel Administration at the Netherland Plaza in Cincinnati on Monday morning November 1. The acting Mayor of the host city is a lady, the Hon. Dorothy N. Dolbey, and she greeted the members and their friends. Some three hundred people registered during the three-day conference and most of them were on hand for the first session.

* * *

Things got off to a lively start with a keynote address by the widely-read labor columnist Victor Riesel. The burden of his talk was that personnel men and management in general must learn and be aware of what's happening in the organized labor movement; that they must not become "accomplices by omission". He saw in the expected early merger of the AFL and CIO a terrific concentration of dollars and power which could change this country's political and economic complexion: if labor goes left?—he left that question for his hearers to answer. He predicted that George Meany and Walter Reuther would control the merged organizations, made up of 70,000 local unions with 15,000,000 members, and that Meany will speak for all.

Mr. Riesel was especially concerned

with the communists who now rule one-third of the world's people; they, he said, are now singing us a lullaby while they quietly prepare to finance revolts. Today, with few and uncertain friends abroad, the U.S. has the world's only bulwark of labor, and American business had better see to it that it remains on democracy's side. He believes that labor will be increasingly able in the future to "deliver the vote". Mr. Riesel's talk was followed by answers to questions from the audience, as were other principal addresses. The Cincinnati *Enquirer* had a good story the next morning of Mr. Riesel's talk.

* * *

The speakers were generally excellent. Many of them talked without a script, and the emotional content of some of the talks was high. Your reporter made lots of notes and is distressed now not to be able to use them. However, we can't resist telling what N. C. Kephart of Purdue University had up on his blackboard at one of the seven concurrent workshop sessions on Tuesday afternoon. Dr. Kephart's subject was "The Cans and Cannots of Employment Interviewing". He was talking about the difficulties of communicating understandably with the applicant, and urged the use of concrete rather than abstract symbols. Even the language of arithmetic can be

confusing, he said—pointing to his black-board problem:

$$3 \text{ times } 5 \text{ less } 2 \text{ times } 2 = ?$$

It is possible to get four answers to this, and all of them correct, depending on your understanding of what is meant. Be specific and crystal clear, he advised, in your interviews. Apparently, this was the most popular of the concurrent sessions, having been assigned the largest room.

* * *

Our readers, many of whom have something to do with putting on regional if not national conferences from time to time, may be interested in the mechanics or business end of the conference. When people registered and got lapel badges showing their name and company, each was given a $4 \times 6\frac{1}{4}$ ", 32-page program booklet marked with his convention registration number. The first inside page of the booklet contained three identically numbered coupons or tickets, perforated to be torn out, for the registrant to hand to waiters for two lunches and the banquet on Tuesday night.

The last page also was perforated to tear out. The registrant quickly learned, even before the first session of the conference was called to order, that this page was to be punched in designated places by the exhibitors. When you had visited each booth and had your page punched by the attendant, you were to drop the completed page, which you had signed, into a box. If you were one of the lucky people to have your entry drawn you got a prize; some of them, like a clock radio, quite desirable.

EXHIBITORS GOT MONEY'S WORTH

Exhibitors got a big play and should have been well pleased with their investment for space. There were 17 of them listed in the booklet by booth number. To make sure that all registrants visited them, the

prize drawings were mentioned frequently and prizes were given out from time to time. A cute trick was pulled during lunch: it was announced that somebody had put his chewing gum under one of the diners' chairs and couldn't get along without it any longer; would everyone please look under his chair, the chewing gum would be redeemed with a valuable prize at the speakers' table. It got everybody up and shaken out, ready for the luncheon address.

* * *

C. A. Voris, personnel director of Albers Super Markets, Cincinnati, who has written for P.J., was chairman of the exhibits committee for the conference and probably deserves the credit for lining up so many exhibitors. Richard Peake, manager of community relations for General Electric in Cincinnati, made an excellent publicity chairman. L. Reed Clark, director of industrial relations, Yale and Towne Manufacturing Co., president of the Society, was much in evidence. He was a member of the panel which Monday afternoon discussed "Yesterday's Mistakes—Tomorrow's Answers".

SIX ORGANIZATIONS HOSTED

Six organizations in the Cincinnati area cooperated in putting on the conference. They were the Cincinnati, Hamilton, Middletown, and Miami Valley Personnel Associations, the Women's Personnel Association of Cincinnati, and the Cincinnati Industrial Institute. Paul E. Hensel, V.P., Personnel, Central Soya Company, Fort Wayne, Indiana, is to be the Society's president in 1955. Russell Moberly will continue as Secretary-Treasurer and is the man to write for information about membership; address him at the Management Center, Marquette University, Milwaukee, Wisc.

HARRISON TERRELL

BOOKS

A GUIDE TO MODERN MANAGEMENT METHODS. By Perrin Stryker and The Editors of Fortune. McGraw-Hill Book Company, Inc. New York, 1954. 300 pages. \$3.50

This is a collection of articles which have appeared in Fortune since 1949. The coverage is comprehensive, the style lively. The objective attitude is a refreshing contrast to the more dogmatic point of view often expressed in similar books. The material is illustrated with case histories and experiences of actual companies and executives, identified by name. The identification gives the examples more meaning than the "certain companies" so often cited. Graphs and charts are used in the familiar Fortune format to illustrate points made in the text.

The author is careful to point out that the book does not attempt to present the last word on the subject. Ideas about management are constantly changing. For instance, some executives and training men have begun to question the need or desirability of formal training programs. Some are now beginning to insist, in the old-fashioned way, that a young man make good on the job before being considered as future executive timber.

The heavy emphasis on "human relations" is questioned. Although it is conceded by almost everyone that a successful manager can avoid trouble by skill in getting along with people, it is also true that a great many excellent executive qualities may be developed by the frictions which a manager both causes and suffers in working with others.

Subjects covered include executive development, psychological counseling, training, organizing, planning and control,

management counsel, communications, participation, executive compensation, and retirement.

In the section on executive development, the author points out that it is a difficult and tricky process, and would-be executives have to learn many hard lessons. The hardest lessons are the need for emotional re-education; the uses and dangers of formal training programs; and, most difficult of all, the job of trying to improve the mental powers of managers whose boners may cause industry's greatest losses. The evaluation of programs for teaching executives to think, and of testing programs, make one think of Thurber's book, *Let Your Mind Alone*. Stryker doesn't assume, as so many authors do, that such programs are as effective in operation as they are on paper.

The section on communications is particularly illuminating. One tangible cause of poor communication, according to the author, is the once-lowly house organ, many of which of late have been slicked up and used by management to channel sermons on free enterprise to employees. Ironically, the newest hazard to communication appears to be the tendency of management to communicate too much.

This book should make both stimulating and profitable reading for all in top management, including personnel, training, and industrial relations executives.

DOROTHY BONNELL

HUMAN RELATIONS IN ACTION. By H. Edmund Bullis and Cordelia W. Kelly. G. P. Putnam's Sons, New York, 1954. Paper-covered, 86 pages, \$1.50.

The authors say they hope this book "will be especially useful in training programs for auxiliary workers in hospitals, in personnel development programs in busi-

ness and industry, and in social science classes in junior colleges, vocational education programs, and nursing schools. We also hope that many individuals will find that it gives them something to think and talk about in their own attempts to get along better with themselves and with others." Mrs. Kelly was in hospital work for some years and is now associate editor of the *American Journal of Nursing*. Colonel Bullis' work has been in the fields of mental hygiene and human relations; he is consultant for the Mental Health Association of Delaware.

A great many profound psychological truths are dealt with in simple language and style. In fact, in some places the reader gets the impression that the book is addressed to people at the high school level—that perhaps he is being talked down to. However, if he "takes it easy", as the authors recommend for day-to-day living, he will find much of value to him personally. That is to say, this is more a self-help book than a business book, and could be recommended to associates who recognize their need for help in developing winning ways.

H. M. T.

AMERICA'S RESOURCES OF SPECIALIZED TALENT—*A Current Appraisal and a Look Ahead*. By Dael Wolfle. Harper & Brothers, New York, 1954. 332 pages. \$4.00.

Trained specialists are becoming more and more important in this nation's economy. This book is concerned with our present and prospective needs for specialists

in many professions and lines of business, and the question of how the needs are to be met.

The author uses the term "specialist" to include "engineers and doctors, the philosophers and historians, the scientists and teachers, the business executives, and all the other people who have mastered some appropriate portion of the great and growing body of knowledge upon which the nation's ever more complex industrial, military, scientific and social machinery is based".

Dr. Wolfle finds that "while shortages plague the nation's employers, the United States is wasting much of its intellectual talent. College graduating classes could be twice as large as they currently are, and with no loss in quality. . . Fewer than half of the best 25% of all high school graduates now graduate from college. Only 6 out of 10 of the potentially most promising 5% of high school graduates earn college degrees". The book gives a great deal of attention to college graduates, the fields they majored in, the numbers that went on for higher degrees, what work they engaged in afterwards, supply and demand in the specialized fields, present and anticipated. Charts and tables present information gathered from many cooperating organizations.

The study upon which this book was based was made possible by a grant of \$240,000 from the Rockefeller Foundation. Dr. Wolfle headed up the work for the Commission on Human Resources and Advanced Training.

H. M. T.

The Executive Defined?

It's possible that executives take themselves too seriously. So, here are a few definitions of executives that are worth noting:

One goes: "An executive is one who goes out and finds something that needs to be done. He then finds somebody willing to pay for it. Then, he hires somebody to do it."

Another: "An executive is a man who goes around with a worried look on the face of his assistant."

Among non-executive cynics, a favorite definition appears to be: "An executive is a big gun—that hasn't been fired yet."

—*Public Relations Journal*

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

STUDIES IN INDUSTRIAL EMPATHY: III. A STUDY OF SUPERVISORY EMPATHY IN THE TEXTILE INDUSTRY. By Wendell M. Patton, Jr., Bruce Payne & Associates, Inc. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 285-188.

Empathy is the ability to put yourself in the other fellow's shoes. It is receiving considerable study these days in relation to supervisors. The supervisor is the direct connecting link between labor and management, and the ability to anticipate the responses of each group would seem to be characteristic of a good supervisor.

The data for this study were obtained in a large textile plant. The scale "How Supervise?" was administered to 54 front-line supervisors, 18 members of top management, and a random sample of 243 out of 2496 employees. The scale was later administered to the supervisors on two other occasions: once with instructions to answer each question as they believed management would answer it, and again with instructions to answer each question as they believed the employees would answer it. The supervisors were also given an intelligence test.

The supervisors made higher scores on "How Supervise?" than did labor, but management members made higher scores than either the supervisors or the workers. These differences were statistically significant.

The supervisors in predicting responses of the workers overestimated their knowledge of the best methods of supervision, and they underestimated the knowledge of management in this same area to an even greater degree. The supervisors were unable to empathize optimally with either labor or management. The principal reason for the failure of the supervisors to understand

management and labor is the projection of their own feelings, attitudes and knowledge upon these groups. They project positively toward labor and negatively toward management.

Intelligence, education, and scores on the test, "How Supervise?" were positively related to the supervisors' empathic ability for both labor and management, but age and supervisory experience were negatively related.

One question which needs further investigation is whether individuals can be taught to empathize more closely. If this ability is not affected by training, then the problem becomes one of selection.

A SALES COMPREHENSION TEST. By Martin M. Bruce, Dunlap and Associates, Inc., Stamford, Conn. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 302-304.

This article describes a sales comprehension test which has been developed by the author. The original experimental form of 50 items was prepared in 1946. Since that time data have been collected on over a thousand cases. An analysis of these data indicate that there were 30 items that differentiated salesmen from non-salesmen. These items were combined to form the Sales Comprehension Test, Form M.

A cross-validation study of 661 non-salesmen and 334 salesmen indicated that the sales and non-sales populations are not similar in their responses on this test. The salesmen studied were in 18 different states and in 11 different sales fields. The t in this study was found to be 5.8, which is beyond the 1% level of confidence.

In another validity study with the sales force of an electronics sales firm, six tests were given to 86 salesmen. The tests

included personality and interest inventories, and mental ability tests. The Sales Comprehension Test correlated higher with the rating criterion than any of the other tests.

A correlation of results from a mixed group of men and women gave an r of $-.19$ between the Otis test of mental ability and the Sales Comprehension Test. This would seem to indicate that the Sales Comprehension Test measures something other than intelligence.

This report is interesting because it describes the steps that the author went through in producing the present form of his test. It emphasizes again the amount of work that must go into the construction of a valid test. Relatively few measuring devices are available in this field, and copies of this test may be obtained from the author.

LONG-TERM VALIDITY OF THE STRONG INTEREST TEST IN TWO SUBCULTURES. By Charles McArthur, Department of Hygiene, Harvard University. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 346-353.

The subjects were 61 men who were selected on the basis of their apparent "normality" when they were sophomores in Harvard College in 1939. These men were chosen for a long-term Study of Adult Development and have been followed closely during the intervening years. The data available make it possible to find out how well the Strong Interest Test taken in college predicts the occupations of these men fourteen years later. The Strong tests were not scored until 1952, so that the men were not influenced by the results so far as their vocational choices were concerned. The results predicted the future behavior of the men about half of the time.

Strong's validation proposition that lawyers, for example, outscore non-lawyers on the Law scale was strikingly confirmed. The proposition that lawyers obtain one of

their best scores on the Law scale was also confirmed, but less emphatically.

It was also possible to demonstrate a relation between conformity to choices commended by the test and future vocational happiness. If a man chose a job for which he had in college scored "A" it seemed to reduce the likelihood that he would develop fatigue, irritability or other symptoms of strain.

It has been suggested that the Strong test measures real interests, but that failure to predict what job a man would choose could be explained by the fact that his choice is made on some basis other than interest. Certain case histories in this study supported this theory.

The predictive validity of the test among the men who went to public schools was almost exactly what Strong has originally reported. Among the private school men the test was inapplicable about half the time. This can probably be explained by the fact that vocational choices were made on some basis other than interest. The discussion of factors other than interest that influence vocational choice in upper class groups is very interesting.

In general, the conclusion seems to be that the Strong test has at least the validity claimed for it as a measure of interests.

ORGANIZATION CONTROL IN BUSINESS. By L. R. Gaiennie, Fairbanks, Morse & Co., Chicago. *Journal of Applied Psychology*, Vol. 38, No. 5, October 1954, 289-292.

Organization charts in a business represent only one aspect of business organization. They give only a two-dimensional still picture of what is really a many-dimensional moving business. They fail to show the actual relations between the jobs and the human beings who hold these jobs. People are constantly acting and interacting to each other and to the changing conditions of the business, and the actual lines of control may not be those outlined in the job chart.

The personnel executive must consider both the "job structure" and the "people structure" in his company. The relationship between the various positions in a company cannot really be understood without a study of the relationship between the various persons occupying these positions.

A great deal of work has been done with job evaluation plans, particularly in relation to salary administration. The same emphasis should be put on evaluating job incumbents. Comparisons between positions and people can then be made and it can be determined if an employee exceeds, equals, or is beneath the job requirements. Variances between the requirements of the job and the abilities of the worker can then be reduced by modifying the job content or

changing personnel, or changing both.

This article deals more with organizational theory than with research, but it concludes with a discussion of eight hypotheses which need to be tested experimentally. The following are illustrative of the kinds of problems mentioned: "Is it better to place individuals in positions which just equal, exceed, or are less than their abilities?" "What are the effects of personnel reversals upon organization performance and morale?" (Personnel reversals are defined as situations where the workers are more capable than the foreman over them.) "Can training programs be made more realistic and be given to those employees who need assistance in the particular problem areas uncovered?"

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE TRAINING DIRECTORS SOCIETY OF PHILADELPHIA recently listened to a panel discuss problems of first line supervision. Miss Betty Duval, manager of training at the Radio Corporation of America, was the moderator. Participants were Claire L. Lyon, employee relations manager of the Scott Paper Company; Patrick C. Farbro, manager of personnel research, Radio Corporation of America, and Charles J. Boylan, assistant to the manager of training of the same company, and James H. Mullen, of the School of Business and Public Administration, Temple University. William Oncken, Jr., Coordinator, Civilian Career Development Programs, office of the Secretary of the Army, spoke at another meeting of the society on communication. By means of vivid stories he illustrated the fact that often we fail to communicate because, although we use the same words, we are often

speaking different languages. These two languages are the language of production and efficiency, used by management, and the language of personal motivation, understood by employees.

THE PERSONNEL ASSOCIATION OF TORONTO, INC., gets out the *PAT Reporter*, with news of the association activities. John K. Thomas is the editor of the two-page news sheet, which is published under the direction of the public relations committee. Homer Payette is president of the group. He is industrial relations manager for Dunlop Tire and Rubber Company. The vice president is Gordon F. Harrison, director of industrial relations for the John Inglis company. The new executive secretary is Carl H. Rankin. He has been, since 1941, the personnel manager for Canada for General Foods, Ltd. Among recent speakers

who addressed the association were David Lewis and Dr. Bruce Quarrington. Mr. Lewis is a partner in the law firm of Joliffe, Lewis and Osler, and has been retained as counsel at one time or another by most of the major unions in the country. He spoke on "Collective Bargaining and Management's Rights." Dr. Quarrington, chief psychologist, Toronto Psychiatric Hospital, is a recognized specialist in the field of personality appraisal. He discussed the problems of industry.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION talked about opening minds to new ideas at one of the fall meetings. Jack Frost, member of the administrative staff of the C & H Sugar Refining Corporation, Crockett, California, led the discussion with a description of the program used by his company. A product of the San Francisco-Oakland Chapter of the American Institute of Industrial Engineers, it is especially slanted for the line foreman who is probably the most important link in the installation of a formalized work simplification program. Mr. Frost says of it, "Our own press agents may have been a bit enthusiastic when they described it as an opening wedge for the introduction of ideas. Actually, we feel that it is a step toward filling the gap in most packaged work-simplification programs, which usually commence with the mechanics and assume that the trainee *wants* to change or simplify his job to start with. At the present time we are working on . . . a packaged program which may be more palatable to the guy who is perfectly satisfied with his existing way of doing things—and there are plenty like him—believe me!"

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, in its publication *Personnel Panorama*, reports on the activities of the various chapters. At *Tacoma* the president, Jack Sorge, has appointed several new committees to deal

with accumulated work. One committee was appointed to encourage members to write articles for *Panorama*; another is designed to get out information to members, a third to review the constitution and by-laws. Kaiser Aluminum and Chemical Corporation's management-inventory development program was outlined for the group by Robert L. Likins, industrial relations supervisor of the Tacoma Plant.

Unemployment compensation was studied by the *Seattle* chapter under the leadership of Robert D. Williams, special counsel to the legislative committee of the Washington Conference on Unemployment Compensation. He presented a resume of the study that had been made of the Washington State Law on Unemployment Compensation and how this law compares with those of other states. The study was made by objective unemployment tax experts of national prominence. He pointed out that the State of Washington had the most costly program of any state and that the program was originally developed as a welfare program rather than an insurance plan. Under the present law, there is absolutely no relationship between employers' costs and actual experience. The so-called experience-rating is fiction. The proposed unemployment compensation tax law is an experience-rating plan which relates the employer's tax to the amount of money his employees will draw in unemployment compensation, and this figure is based on actual records of payment made to the employees.

Some fifty members of the *Portland* chapter recently heard A. Ralph Kluckner, PNPMA president, outline activities and accomplishments of the parent organization and its individual chapters. He also discussed principles of pre-supervisory training as an approach to management development programs. He emphasized that firms should not attempt to curtail well-established training programs as an economy measure, since all companies are faced with a con-

tinuing need for developing people—both supervisory and subordinate. He described the pre-supervisory training program within his own organization (B. D. Electric Railway Co., Ltd., Vancouver) and the methods used in selecting rank and file personnel for potential supervisors.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES was told by Secretary of Labor Mitchell that the labor department is not a fire fighting agency, when he addressed the group. The role of the department, he said, is strictly that of developing the welfare of the wage earners and strengthening the manpower of this country. "Therefore," he continued, "we seek to do the following things: to develop skills; to gather statistics for the benefit of both companies and unions—statistics on which three million pay checks are based—statistics which tell the American housewife what is happening to the cost of living—statistics which chart the very innards of the American economy, including strikes, prices, costs, wages, employment, unemployment and dozens of other things; to strictly enforce the Federal minimum wage and hour laws; to improve the unemployment compensation program; to improve workmen's compensation; to expand and develop safety practices. "Generally," he concluded, "we seek to create a climate wherein industry and labor themselves can improve their relations by their own efforts." PIRA has recently employed its first paid assistant. Miss Olga Bezayiff has joined the group as an office secretary. Her duties include taking care of

PIRA calls, handling and disbursing stationery, and reproduction and mailing of special announcements, handling special mailings, and other service to members.

MEMBERS OF THE DENVER PERSONNEL CLUB have learned about secretaries. Inviting their secretaries to be their guests, members heard the story of the National Secretaries Association, and its program to provide certified professional secretaries for management. The club circulates a four-page *Reporter* among the membership, which contains useful information about meetings, directory changes, and introduces new members and officers to the group. W. H. Newcomer of the Gates Rubber Company, is the club president. Dorothea Switzer is the secretary.

THE ONTARIO SOCIETY OF TRAINING DIRECTORS learned about multiple role-playing when Alpheus W. Smith, acting director of extension at the New York State School of Industrial and Labor Relations at Cornell, talked to the group. John Sawatsky, of the Institute of Business Administration of the University of Toronto spoke at another meeting on "Determining Training Needs". He recommended a method of determining training needs that he said was simple but difficult to apply. He summed it up with the phrase, seek and you will find. He felt that means for seeking, such as using questionnaires, grievances, problem solving, absenteeism, wastage, and comparing job performance to job description, could be useful because at least they show interest and encourage effort.

Attending the Conferences and Workshops

HOW TO CREATE EFFECTIVE COPY was explained at a primer workshop conducted by the *Delaware Valley Industrial Editors* in November. The workshop was held in the Hotel Sylvania, Philadelphia. Seth Baker, of Sharp and Dohme, discussed what person-

nel management feels the industrial editor can contribute towards the employee relations program. Quentin Fehr, of the Pennsylvania Salt Mfg. Co., told how to accomplish the aims outlined in Mr. Baker's talk, with feature stories. Henry

Gulbrandsen, of Sun Oil Company, talked about reaching the same goals by use of news stories. Robert Breth moderated the program, and presided over the question and answer period. The workshop, which was free to DVIE editors and their staffs, was the first of two devoted to some of the fundamental ideas in industrial editing. They were planned for the editor with a minimum of experience or for the staff member looking for subject-and-method ideas.

THE DYNAMICS OF GROUP TRAINING was the subject of the annual Fall training workshop sponsored by the *Training Director's Society of Philadelphia* in November. The workshop was held from 9 a.m. to 9 p.m. at the Broadwood Hotel in Philadelphia. Stanford S. Kight, director of the Fels Group Dynamics Center, conducted the workshop, assisted by John D. Ford, Jr. and Nina S. Bachman, members of the Center staff. The workshop considered such questions as, what happens in and to a group during the process of a training experience? How can you use group dynamics to increase the learning process? What does the most recent research in group dynamics have to offer—in the make-up of the group?—in the size of the group?—in the way to handle a group?—in how to build a "group"?

YOU HAVE TO BE AHEAD TO KEEP EVEN IN THE BUSINESS WORLD, according to the *Society for Advancement of Management*. The society held its 40th annual conference in New York, October 28-29. In an effort to help its members keep abreast of the times, the conference presented the ideas and experiences of outstanding business leaders. Theodore Hariton, of the Psychological Corporation, urged business men to put more emphasis on ways and means of selecting "raw material" from which good managers and executives are developed. Ordway Tead, editor of social and economic

books for Harper and Brothers, said that the role of the business man in today's shifting, changing society must be explicitly defined if executives are to play a more comprehensive part in the world. Dwayne Orton, of International Business Machines, told about the unique IBM educational enterprises built up by Thomas J. Watson, head of the firm. Colonel Alexander R. Heron, vice president of Crown Zellerbach Corporation, San Francisco, said that supplying jobs should supersede supplying products. When West Coast management executives faced this fact in realistic fashion and stopped being afraid, the result was a vigorous program which produced more jobs.

HOW TO SELECT A GOOD SUPERVISOR, GET HIM STARTED ON THE JOB, AND HELP HIM DEVELOP ALL HIS ABILITIES was discussed at a special conference on supervision conducted by the *American Management Association* November 18-19 in New York. Industrial executives from all parts of the country heard representatives of five large companies describe their supervisory selection, induction, and development policies. Attendance was limited to 300. The sessions combined the advantages of case-history presentations with small-group discussions. On the first day, speakers from Illinois Tool Works, United Air Lines, Monsanto Chemical Company, Towle Manufacturing Company, and American Cyanamid Company, Inc., described their supervisory programs. On the second day the conference members split into groups under the leadership of supervisory development specialists. The speakers of the first day visited each group to answer questions.

THE AMERICAN MANAGEMENT ASSOCIATION is presenting a course in executive communication in 1955. The course is divided into three units of one week each. The units may be taken over a period of twelve months. Unit one is on clarifying

problems and developing solutions. The second unit is on transmitting ideas, and the third on motivating action and measuring results. The courses are given at the Hotel Astor in New York, and the fee for the course of three units is \$600. Further information may be obtained from the AMA School of Management, 10th floor, Hotel Astor, Times Square, New York 36.

RESULTS ON MANAGEMENT PROBLEMS were stressed in the 1954 Managerial Workshop sponsored by *Temple University's Management Service Division*, and held November 4-5 at Pocono Manor, Pennsylvania. Titled "Operation Teamwork," the workshop learned "who's on second" from Millard C. Faught, president, the Faught Company, New York; Daniel J. Cantor, chief, staff development branch, Auditor General, USAF, talked about cost control; a panel went over line and staff relationships in a discussion of who carries the ball; Timothy P. Haworth, training director, International Resistance Corporation, Philadelphia, emphasized the importance of horizontal as well as vertical communication in answering the question, "why tell the fellow next door?" Morale was discussed by Thomas O. Armstrong, assistant to the president, Dumas Steel Corporation, Carnegie, Pennsylvania; Andrew J. Percival, director of Industrial Relations, Permacel Tape Corporation, New Brunswick, N. J., asked "would you work for *you*?" How teamwork brainstorming solves problems and builds men was described by Willard A. Pleuthner, vice president, Batten, Barton, Durstine and Osborn, Inc., New York; and Elliot Danzig, executive director, Institute for Research in Human Relations, Philadelphia, spoke on "problem solving—or didn't you know you had one?"

THE PROBLEM DRINKER IN INDUSTRY WAS DIAGNOSED AND PRESCRIBED FOR at a conference sponsored by the *Marquette Medical School*, the *Wisconsin Council on*

Alcoholism, and the *Marquette University Management Center*. The conference was held November 11-13 in Milwaukee, Wisconsin. The complex physiological, psychological, medical, social and spiritual factors, policies of treatment and separation, resources for treatment, programs for education and prevention, were all considered by experts. Among these were L. B. Hunter, president, Inland Steel Container Corporation, Chicago; Dr. Leon Greenburg, Dr. Edward T. Sheehan, Dr. Denis McGenty, Rev. John Ford, S.J., Henry Mielcarek, of Allis-Chalmers, and Edward L. Morris.

AN APPEAL THAT MANAGEMENT ACCEPT AN INDUSTRIAL RELATIONS PHILOSOPHY "TO DO RIGHT VOLUNTARILY" was issued to 150 top management officials at the one-day Personnel Institute at *Michigan State College* October 7. Virgil B. Day, union relations expert for General Electric, urged management to bargain honestly and to communicate effectively to prevent being misrepresented. "It is our hope," Mr. Day said, "that both sides will find it increasingly advantageous to adopt honest face-up bargaining based on a more nearly common understanding of the economics of the problem and will give more attention to the long-range considerations." Mr. Day said that, "Most unions have been growing in responsibility and maturity. We have found that our workers will listen to both sides of the merits of any case, and will make up their minds and act accordingly." Mr. Day feels that the problem of economic education is necessarily a part of the employee relations job, and that too few companies realize it. The Personnel Institute also featured a report on the philosophies and ramifications of the guaranteed annual wage, by Frank H. Cassell of Chicago, manager industrial relations, Inland Steel Company.

A WIDESPREAD EXTENSION OF INCENTIVE PAY, BASED ON MODERN TIME STUDY

METHODS, TO BROAD NEW AREAS OF OFFICE WORK can bring vastly improved efficiency and prosperity to white-collar employers and employees, according to W. Gilbert Brooks, chief time-study engineer of Pitney-Bowes, Inc. Mr. Brooks spoke at the *Third Annual International Methods-Time-Measurement Conference* in New York, October 7. Citing his own company's five-year experience, Mr. Brooks said that one-fourth of the home office employees are now on incentive rates, producing with far greater efficiency, with productivity often up as much as forty percent, and with average weekly earnings of employees increased thirty-four percent, not including normal pay raises in the five-year interval. Incentives are now regularly and successfully applied to such seemingly unsuited clerical work as transcribing dictation, handling incoming and outgoing mail, preparing factory payrolls, computing salesmen's commissions, handling factory and traffic orders, posting and billing, and even the taking of periodic trial balances and the processing of advertising inquiries.

SOCIAL SECURITY, THE NEW LAW AND PENSION PLANNING were outlined in a talk made by Charles I. Schottland, commissioner, Social Security Administration, before the *Commerce and Industry Association of New York* forum on October 27. The new program, said Mr. Schottland, strengthens the contributory and wage-related characteristics by improvements made in old-age and survivors insurance. The administra-

tion and congress have strengthened the incentive features of the program, he feels. With almost universal protection against the hazards of old age and premature deaths, the old-age and survivors insurance system will surely grow. In the long run, payments to needy persons, as such, will decline, Mr. Schottland concluded. E. S. Willis, manager, employee benefits planning, General Electric Company, who also addressed the forum, pointed out that whatever type of pension we develop should be developed solely from the standpoint of what is best for the employee within the limits of the employer's finances, and of what is best for us as individuals, as taxpayers, and as employers.

CORRESPONDENCE COURSES FOR EXECUTIVES are offered by the *National Office Management Association*. Nearly 200 executives and supervisors have already taken the courses which are offered by a correspondence school, licensed by the state of Pennsylvania, run by NOMA, and directed by Dr. William M. Polishook, assistant dean at Temple University, Philadelphia. The two courses now featured are for junior executives and executives. The junior course is for those who lack academic training in office management. The executive course is more specifically for those who have had formal study or experience in the field, or who have completed the junior course. A 12-page booklet describing the courses may be obtained from the National Office Management Association.

What's New in Publications

MAKING THE NEGRO WORKER AN INTEGRAL PART OF THE LABOR FORCE is the subject of a pamphlet just published by the National Conference of Christians and Jews. Titled *Negroes in the Work Group*, the pamphlet was written by Dr. Jacob Seidenberg, executive director of the President's Committee on Government Contracts. It

summarizes a research study conducted by the New York State Industrial and Labor Relations School of Cornell University. The 16-page publication is designed to show how 33 American business and industrial firms started and followed through on a program offering equal employment opportunities to all. John H. Eikenberg, vice

president of the Revere Copper and Brass Company, serves as chairman of the labor-management commission of the National Conference. The author concludes that the following nine steps are important in undertaking a policy of non-discrimination in plants, factories, or stores: 1) a firm and unequivocal stand must be taken by the employer; 2) an orientation program can be most helpful in making the company policy clear to all employees; 3) minority workers initially hired must be very carefully selected; 4) all possible help in recruiting qualified workers should be obtained from various agencies; 5) the minority worker should be treated in the same manner as all other employees, not as some one "special" or "different;" 6) the minority worker when hired must also assume some responsibility for his own promotion and economic advancement; 7) common facilities should be shared by *all* employees; 8) there should be no segregated work areas; 9) the support and assistance of social agencies, labor unions and the community should be solicited in initiating and enforcing such a policy. Copies may be obtained from Labor-Management Commission, National Conference of Christians and Jews, 381 Fourth Avenue, New York 16, New York.

AN INTRODUCTION TO ARMOUR RESEARCH FOUNDATION OF ILLINOIS INSTITUTE OF TECHNOLOGY, is the title of the Foundation's staff handbook. The word "introduction" and a pleasant line-drawing of a white-coated gentleman shaking hands with a man in a business suit, make a gracious impression. A statement on the front page reads, "This booklet is presented to you by your associate staff members who welcome you to the staff. . . ." This strikes a nice note, which is repeated throughout the pamphlet. Line drawings with a color wash spark the buff-colored pages. The advantages of being located on a campus are apparent in the brochure,

including use of tennis courts, and the privilege of renting on-campus apartments. The Foundation also has an excellent six-page folder called *Careers in Research*, used for recruitment in colleges. Copies may be obtained from the personnel manager, Armour Research Foundation of Illinois Institute of Technology, Technology Center, Chicago 16, Illinois.

THE PROFIT-SHARING PLAN OF THE PENNSYLVANIA COMPANY FOR BANKING AND TRUSTS, Philadelphia, is described in an unusual booklet called *Together We Share*. The publication is dominated by gay drawings, which tell the story of the profit-sharing plan. Plenty of white space and a well organized text make the plan easy to understand. The booklet is brightened with orange covers, orange pick-ups, and an occasional orange page. According to the plan, the bank contributes up to 6% of its net operating earnings before income taxes to the profit-sharing plan. Employees are eligible for membership in the plan after three years of continuous service with the bank. On retirement the full sum standing to the employee's credit in the plan is paid to him.

THE FIRST OF A SERIES OF REPORTS BASED ON A TWO-YEAR INVESTIGATION OF INDUSTRIAL RELATIONS POLICIES AND PRACTICES IN THE TRENTON, NEW JERSEY AREA has been published by *Princeton University*. The title of the first report is *Hiring Practices and Labor Competition*. The author is Richard A. Lester, research associate, Industrial Relations Section, Princeton. About 80 manufacturing firms were interviewed in making the study. The principal aims of the study were first, to understand and analyze the employment and wage practices prevailing in the area, and second, to examine the effects of recruitment by the new Fairless Works of the United States Steel Corporation and other expanding firms upon the hiring, wage and personnel

policies of plants in the area. Some of the conclusions of the study are that: all firms have applicants regardless of their position in the community's wage structure, employees develop strong company attachments, inter-firm competition for labor is of a limited and special nature, and companies generally do not lose their employees to any particular firm and especially not to local firms in the same product line. Copies of this comprehensive and detailed study are available at \$2.50 each from the Industrial Relations Section, Department of Economics and Sociology, Princeton University, Princeton, New Jersey.

WAYS FOR BUSINESSMEN TO PROVIDE STEADIER EMPLOYMENT are outlined in a pamphlet issued by the Chamber of Commerce of the United States. A strong demand for job stabilization has been created by the concern of businessmen with the importance of regular employment to the employee and his family and to the community, the Chamber reports. But development of methods for use by the individual businessman has been slowed up by the preoccupation of experts with such issues as mass unemployment and the guaranteed

wage. The pamphlet, *Steadier Jobs*, concedes that in some instances, irregular employment and production are made inevitable by such factors as style changes, harvests, fickle demand and the impracticability of storage. But it continues, "There are, however, a number of sales production and personnel policies which companies in every line of business, whether retail, wholesale, service or manufacturing, have found helpful in reducing irregular employment." The success of these policies is dependent in large part on "systematic and continuing attention from top executives". One of the pamphlet's features is a series of questionnaires which will help the employer assess his firm's job stabilization policy and suggest ways of improving it. The pamphlet includes steps for the establishment of a steadier-jobs program. The booklet points out that job stabilization can help businessmen cut costs. It cites reductions in unemployment taxes which may total as much as \$30 to \$40 per \$1000 of payroll. The pamphlet may be obtained from the Economic Research Department, Chamber of Commerce of the United States, Washington 6, D. C. Single copies may be had at 25¢.

Looking Over the Employee Magazines

THE NATIONAL CASH REGISTER COMPANY, Electronics Division, Hawthorne, California, publishes a four-page employee paper, *Digital Doings*. Margaret Milligan, the editor, tells us that after a year and a half of experimental publication as a quarterly, the sheet is now coming out once a month. The company, which had been employing an outside editorial organization to get out the paper, has now undertaken publication itself. The plans are to continue the 4-page 8½ x 11 news sheet format, with the possibility of enlarging to eight pages. Emphasis will be on personnel, product and company feature stories. The editor is interested in seeing copies of

similar company publications, if anyone would like to exchange with her. The address is 3348 West El Segundo Boulevard, Hawthorne, California.

THE RUSSELL HARRINGTON CUTLERY COMPANY, of Southbridge, Massachusetts, has an informal monthly news sheet called *The Breeze*. It's stapled and mimeographed. There's nothing pretentious about it, but it has a personal quality that makes me think it is read more carefully than some of the bigger papers . . . same way you'll read a handwritten letter before you'll read a typed one. The personal items sound as if the company is small, where employees all

know and like each other and each other's families. There are only six pages, but all the elements of a good company publication are there. The personal items are readable, the sports coverage gives the scores for bowling, pinochle, and the Men's Pitch League in detail. The impression is that everyone is interested. The first page is devoted to community affairs . . . getting out the vote, giving blood when the blood-mobile comes round. There is also that controversial part of any company publication, the communication from management. This one is easy to understand, makes sense, and seems to me to show respect for the employee. Every editor of an employee publication knows that the message from management is very difficult to put over. A. J. K. Delage, Jr., is the editor of the *Breeze*.

UNITED MERCHANTS AND MANUFACTURERS, INC., of New York, publishes the *Marxman*, which circulates among the 2,000 employees of the subsidiaries and divisions of the company. Evidently these offices are widely scattered, but the reporters who write the personals from the various branches manage to make it sound as if every one knows every one else. The editor, Allen MacKenzie, is responsible to the personnel manager, Sidney W. Koran. Mr. Koran was good enough to send us several issues of this very presentable magazine, and to give us the following information: "Each issue of the *Marxman* generally includes an illustrated article on the operations of a major department or of a subsidiary; a "What's New" page or two on current activities and projects; an Inquiring Photographer column; a section devoted to news about employees who have entered military service; a "Mainly Masculine" or a "Speaking for the Girls" column; a section devoted to recognition of long-time employees; news of company sports activities, a hobby story, "chit chat" about individual employees, and stories on special events.

"A real effort is made to shy away from presenting, subtly or otherwise, 'management messages' to employees. The only exceptions in recent years have been an economy story and a telephone courtesy story, both profusely illustrated and done with a light touch. Each issue of the magazine is sixteen pages, offset-printed in two colors on coated stock, and contains from forty to seventy-five pictures.

"A recent survey among the readers showed that 35% of the employees read the *Marxman* cover-to-cover, and 50% read most of it. 13% reported that they only glance through the *Marxman* and 1% said that they only look at the pictures. Despite the fact that the *Marxman* is not mailed to employees' homes, over 70% of the employees reported that their families read it, too. As to how they like the *Marxman*, 55% of the employees said they like it very much, and 36% said they like it fairly well, but 3% said they didn't like it at all." That 3% must be pretty hard to please. The magazine looks good to me.

THE ROYAL TYPEWRITER COMPANY, a division of the Royal McBee Corporation, at Hartford, Connecticut, publishes the *Royal News* once a month. There are 16 pages, listing vital statistics about employees, telling about new company products, giving sports news, describing the work of various departments, and bearing a short, discreet management message. This message appears on the first page and is in fine print. The one in the October issue describes a medical review: "The medical director will review the medical record of any employee returning to work after an extended illness, taking into consideration the written statement made by the employee's personal physician as well as the physical, mental and emotional requirements of the employee's regular job. The medical director, who is well acquainted with these requirements, will determine the employee's fitness to return to that job.

In most cases, this review will verify the employee's recovery and fitness for work. Occasionally, it may be necessary to make other arrangements such as a temporary less-demanding job. This program is designed for our protection and improved physical well-being and will assist us in maintaining safe, continued employment and earning power." Stanley C. Mason is the acting editor of the *Royal News*.

THE RETAIL CREDIT COMPANY, home office, Atlanta, Georgia, publishes the *Inspection News*. Mollie Stephens is the editor. The magazine is dignified and informative. A nice switch on the management message is an article on a recent trip to Italy, written by the chairman of the company, Walter C. Hill, and illustrated with water colors by the author. If managers were all so talented, their messages would be sure to rate high with readers. An article called "Dependable Personnel," describes the very effective personnel policy of Eastern Air Lines. W. C. Gilbert, director, Industrial and Personnel Relations, who wrote the piece, says that "to have dependable personnel, we recognize that we must 1) select new employees carefully, 2) train employees properly, and 3) maintain good 'esprit de corps.'" The Retail Credit Company supplies Eastern Air Lines with a personnel selection report—a personal history—of each prospective employee. No employee is hired until this report is received and carefully analyzed. Last year the turnover rate for pilots was 1.4%; for flight engineers, 0%; and for mechanics, 4.2%.

THE SUTHERLAND PAPER COMPANY, of Kalamazoo, Michigan, publishes a bi-monthly, *This is Sutherland*. Al Croft, the editor, describes the contents of a recent issue on the editorial page (no management message): "You might say that this issue is being dedicated to people . . . all kinds of them. There's a man with a new

idea about selling groceries, there're high wire artists, bareback riders, roustabouts and others who follow the Big Top, a man who sells cartons for Sutherland, a former Army nurse, people who refused to believe in things and people who have a chance to make themselves some money." The work of the night nurse is described in a picture story, and another picture story follows a salesman on the move. The circus story makes good reading, without any obvious company tie-in. A reprint from the Mullins Press, "The Land of the Four Foot Sky", editorializes in a well-written piece of semi-fiction on a mythical place where the sky came down because the people were so narrow-minded. These people didn't believe that supporting civic welfare agencies and civic programs helps build better communities. They didn't believe that the things that affect the company you work for also affect your job and you. *This is Sutherland* is an unusually good-looking magazine, using color photographs, and color to point up heads, and lots of big pictures.

THE LAMP DIVISION OF GENERAL ELECTRIC COMPANY, Nela Park, Cleveland, Ohio, publishes the *G-E Lampmaker*. G. M. Keith is the editor. The 24-page magazine is well illustrated with large, clear pictures which show: a salesman's trip over his territory; an employee's trip back to visit her native Yugoslavia; how to decorate with GE lamps for Christmas; a GE plant community. The trip-to-Europe piece was highly readable, and pointed up the benefits of the American way of life and the high standard of living of the American worker. A comic strip on the back cover helps employees understand that all departments are equally important for the success of the business; that salesmen are just as necessary as people in the production department. Amusing pictures and cartoons illustrate football clichés and terminology, and is strictly for fun.

HELP WANTED

DIRECTOR FOR VOCATIONAL COUNSELING SERVICE: Youth Counseling Service at Vancouver, British Columbia, Canada requires a Director to be responsible for the vocational counseling and vocational rehabilitation services to community organizations carried on by the service. Minimum qualifications: M.A. in Psychology preferably Industrial Psychology. Minimum of 3 years supervised work experience in a vocational guidance setting. Skilled in the techniques of interviewing and counseling. Good knowledge of statistics and theory and practice of psychological tests. Usual benefits provided. State salary expected and give full details to Box 311.

POSITIONS WANTED

INDUSTRIAL RELATIONS: Four (4) years experience in all phases of field. Manager $2\frac{1}{2}$ years for precision metal working company of 400 employees. Presently in staff position with major company, but desire more challenging position with another small or medium sized manufacturer. Prefer position with variety. Married, age 29, I.R. degree. Resume. Reply Box 300.

OPPORTUNITY IN PERSONNEL OR RELATED WORK desired by young married veteran, presently employed. '50 graduate BSBA with personnel major; two years experience as office manager; $2\frac{1}{2}$ years in purchasing with major oil company. Willing to consider any offer. Interview can be arranged. Reply Box 305.

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level in New York Metropolitan area. Age 33, veteran, married, 2 children. Present salary \$7,000. Reply Box 310.

LABOR RELATIONS AND PERSONNEL ADMINISTRATION: 10 years experience, wage and salary administration, job evaluation, union negotiations, wage statistics, time and motion studies, wage incentive systems, economic statistics, training, personnel administration. B.S. (West Point) General Engineering; M.A. (Columbia) Education. Married, 2 children. Age 32. Present earnings \$7,000. Reply Box 312.

ADMIN. ASSISTANT TO INDUSTRIAL RELATIONS DIRECTOR: Male, age 34, Veteran. Married. 2 children. B.A. liberal arts, major economics. 9 years general experience, 6 years personnel representative, Job analyst and Admin. head.—IBM installation. Desire a challenging position with increasing responsibility. Resume on request. Reply Box 313.

PERSONNEL/PUBLIC RELATIONS SUPERVISOR: Leaving military service in January. Degree in Bus. Adm. Broad experience in military personnel and public relations work. Prefer South-east. Resume on Request. Reply Box 314.

INDUSTRIAL RELATIONS: Experience in industrial training in large company, personnel administration in small company, and college teaching. On basis of interest and ability prefer staff developmental or analytical duties rather than broad administrative duties. Age 37. Married. Locate in East. Reply Box 315.

EXPERIENCED PERSONNEL DIRECTOR AND CONSULTANT. Has developed and supervised complete personnel operations of recruitment, selection, employee relations, etc. Has installed wage programs using job evaluation and merit rating. Set up and administered multi-plant supervisory training program including training of conference leaders. Assisted in contract negotiations and labor relations. Constructed and used personnel tests. Conducted employee attitude surveys. Consultant to government on occupational analysis. Training and education includes graduate degree in personnel management. Several publications. Age 35. Reply Box 316.

PERSONNEL JOURNAL



February, 1955

Volume 33 Number 9

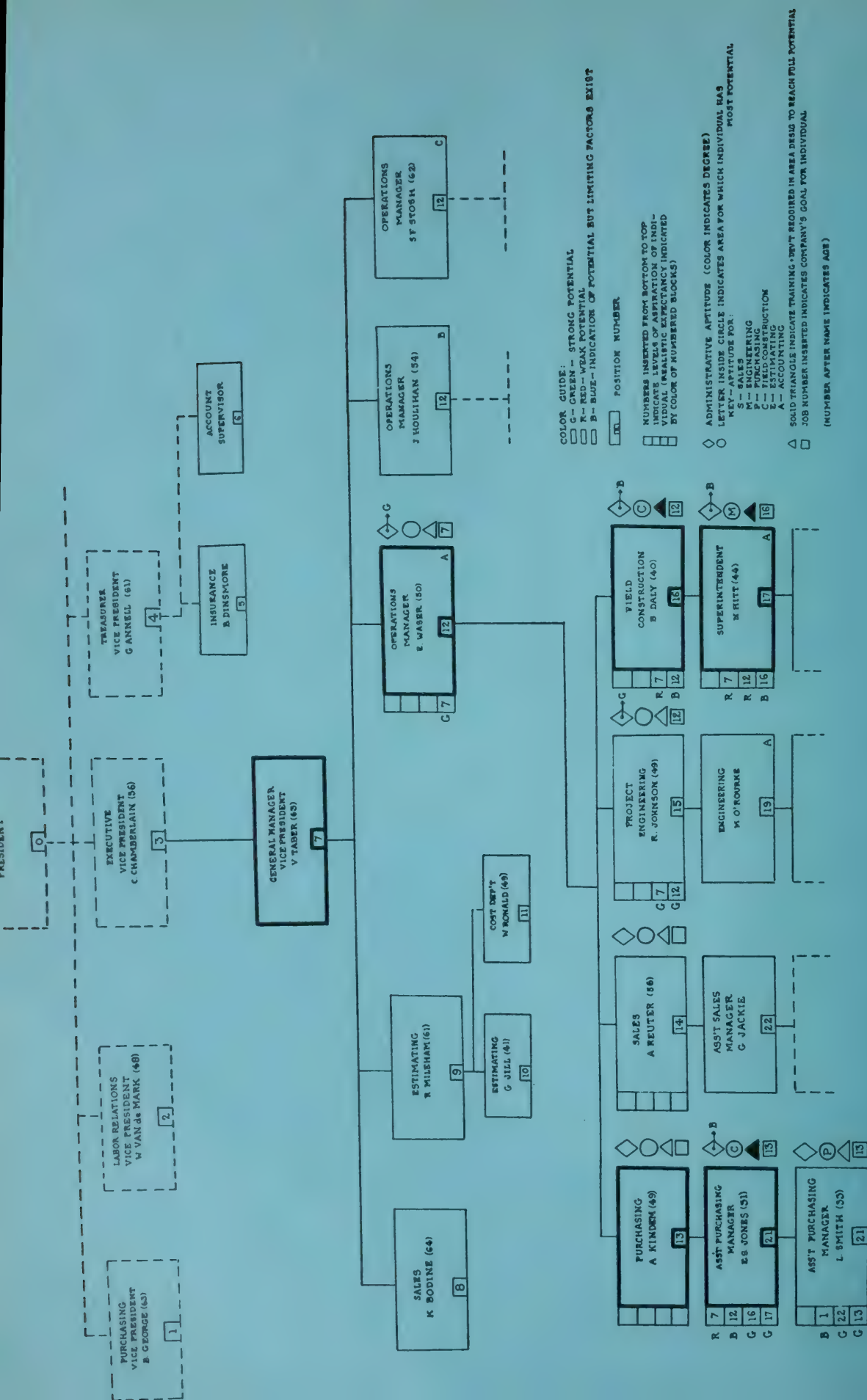
We Use Seven Guides
to Help Executives Develop
Ralph C. Parkes

Health and Welfare Plans
in Negotiated Agreements
Philip W. Cartwright
J. Benton Gillingham
William S. Hopkins

Now I'm Sold on Testing
Mary H. Snyder

Six-Hour Program Lifts Fog
from Business Writing
Robert Gunning

An Industrial Psychiatrist
Looks at Employee Communications
Alan McLean



Organization chart of "Company X", used in developing key people. See page 326.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 9

Contents for February, 1955

<i>Conference Calendar</i>	322
<i>Editor to Reader</i>	323
<i>Articles</i>	
We Use Seven Guides to Help Executives Develop.....	Ralph C. Parkes 326
Health and Welfare Plans in Negotiated Agreements	
Philip W. Cartwright, J. Benton Gillingham and William S. Hopkins	329
Now I'm Sold on Testing.....	Mary H. Snyder 334
Six-Hour Program Lifts Fog from Business Writing.....	Robert Gunning 337
An Industrial Psychiatrist Looks at Employee Communications	
	Alan McLean 340
<i>Just Looking, Thank You</i>	344
<i>Books Reviewed</i>	348
<i>Personnel Research</i>	<i>Reviewed by Margaret W. Moore, Ph.D.</i> 350
<i>Across the Editor's Desk</i>	<i>Gleanings by Dorothy Bonnell</i>
With the Local Personnel Associations.....	352
Attending the Conferences and Courses.....	355
What's New in Publications.....	357
Looking Over the Employee Magazines.....	358
<i>About the Authors</i>	339
<i>Help Wanted and Positions Wanted</i>	360

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

FEBRUARY

- 12-14 Lafayette, Ind. Purdue University
Purdue University. Ninth Annual Industrial Recreation Conference. Engineering Administration Bldg. Room 401, Lafayette, Ind.
- 14-16 Chicago, Ill. Palmer House
American Management Association. Personnel Conference. James M. Black, Div. Manager, AMA, 330 W. 42nd Street, New York 36, N. Y.

MARCH

- 2 East Lansing, Mich. Michigan State College. Union Bldg.
Michigan State College. Workshop Conference. Herb Auer, Information Services, Continuing Education, Michigan State College, East Lansing, Mich.
- 24 Houston, Texas. The Shamrock
National Industrial Conference Board. General Session. National Industrial Conference Board, 247 Park Ave., New York 77, N. Y.
- 24-26 Louisville, Kentucky. Brown Hotel
Newspaper Personnel Relations Assn. 7th Annual Conference. Mr. Cleve Rumble, Louisville Courier-Journal & Times, Louisville, Ky.

APRIL

- 5-6 Minneapolis, Minn.
University of Minnesota. 13th Annual Industrial Relations Conference. Director, Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 11 New Haven, Conn. Strathcona Hall, Yale University.
Connecticut Personnel Association. Annual Conference. Mr. Anthony E. Feil, Vice President, Singer Mfg. Co., 915 Pembroke St., Bridgeport, Conn.
- 19-20 Berkeley, Calif. Claremont Hotel
California Personnel Management Assn. 33rd Pacific Coast Management Conference. California Personnel Management Assn. 5th Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley, Calif.
- 21-22 Chattanooga, Tenn. Read House
University of Tennessee and Tennessee Industries. 18th Annual Industrial Personnel Conference. Coordinator of Conferences, Room 101, Perkins Hall, Univ. of Tennessee, Knoxville, Tenn.
- 25-29 Buffalo, New York. Memorial Auditorium
American Association of Industrial Nurses. Annual Industrial Health Conference. Edith W. Reynolds, R.N. 313 West 57th Street, New York 19, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

I SEE A GREAT MANY TOP EXECUTIVES in the course of my consulting work and their comments are always stimulating. One of the most interesting observations was made recently by the president of one of the largest corporations in its field. Talking about the importance of developing successor management, he remarked, "The most important thing I will have accomplished in my years as president here will be the selection and development of my successor". There is a growing awareness on the part of top level people of the need to properly discharge their responsibilities, looking to the continuing management of the company. The training director has an increasingly big role, due more than anything else to the greater attention given to management development by corporation leaders.

UNION LEADERSHIP is getting increasingly into the calculated influencing of public opinion. One of the most noticeable programs of this kind is the "news commentator." It is disconcerting to tune in a news commentator to find that some of his news has a pro-labor slant, and usually there is a deliberate pro-union plug. Reasonably well-informed people can rightfully take exception to some of the news and interpretation issued in this way. The fact that it is presented as part of a news broadcast makes the practice the more subtle and dangerous.

Union leadership in politics is another illustration of the increasing ambition of labor leaders. Here, too, much of the public is exposed to expressions of strong bias. James L. McDevitt, national director of the AFL's *League for Political Education* recently said that political candidates who hope to receive labor support in 1956 must be pledged to taking economic power out of the hands of the few. What few? True, it is

less than 165,000,000 individuals. But the clear implication is that some modern J. P. Morgan and his satellites control the economy of the nation, and nothing could be further from the truth.

Again, Mr. McDevitt refers to the Taft-Hartley law as a "vicious piece of legislation". A great many people don't think so. Indeed, the one-sided provisions of the predecessor statute were not more than partially redressed in the Taft-Hartley law. This does not mean, of course, that Taft-Hartley is perfect, but the one-sided provisions of the Wagner Act in favor of organized labor were long in need of some modification.

Mr. McDevitt is excited about the right-to-work laws of 17 states, which he says are the outcome of the Taft-Hartley Law and "where the open-shop advocates are right now making every effort to go even further in destroying an economy that took millions of people out of chaos and poverty during the previous administration". Much has been said about these so-called right-to-work laws. The latest to put his foot in his mouth on this subject is none other than Secretary of Labor Jim Mitchell. Mr. Mitchell in early December came out in a speech before the CIO and said that these laws do more harm than good. Mr. Mitchell does not like these right-to-work laws "because they create no jobs, because they place limitations on workers and employers in collective bargaining, and because they restrict union security".

I think Mr. Mitchell has completely "missed the boat" in his comment. The laws were not enacted as a means of guaranteeing the security and extension of union power but were intended as a safeguard for the individual working man. To give the union the right to compel every man to join in order to have the right to earn his living,

means the subjection of every individual to the power of a small group of individuals. This small group of individuals—union leaders—who become his boss are not, it should be noted, people whose control he is free to accept or reject as he does his employer's. He must belong to a particular union which controls the field of his employment—or else.

The labor monopoly which would be guaranteed by the elimination of the right-to-work laws would be as burdensome and tyrannical as any other monopoly. I think Jim Mitchell is not only wrong in fact and principle but has committed a serious error of judgment in expressing so one-sided a view in his capacity as Secretary of Labor. His job is not just to represent organized labor in government but to speak for all the people.

Another slant on the political ambitions of modern labor organizations was afforded recently in Michigan by a talk before the Young Republican Club of Detroit by J. B. Martin, Auditor General. He pointed out that the Republicans are now up against a fully-paid professional organization doing the political spade work of the Democratic party throughout the year. "This is no amateur effort, but a well-staffed, well-planned program of the CIO to establish itself in firm control as the dominant force in State government". No longer is Michigan politics a contest between two amateur organizations.

Some union leaders are now arguing for the formal entry of labor into politics as the Labor Party. Others with better-balanced wisdom see in such a move the development of a backward movement toward a class-conscious society, with no corresponding gains for organized labor. That the formation of a Labor Party should be so openly advocated is a commentary on the change of political thought in recent years. We are likely to hear more of it in years just ahead.

It seems obvious that management

must be alert and informed as to the thinking of organized labor. It is still to be doubted whether many of the proposals advocated by labor leaders are shared by labor followers. In this divergence lies our hope for a continued balance in political and economic affairs.

THE DECEMBER ISSUE OF PERSONNEL JOURNAL carried a story about the wonderful results achieved by the profit sharing plan at the Bergen Evening Record, Hackensack, New Jersey. Not all profit sharing plans have worked as well. The heart of any such plan is the incentive that it provides. This in turn is greatly a matter of the skill with which the plan is administered by management.

One of the better-known plans is the one which has operated for 21 years at Lincoln Electric Company in Cleveland. They call it "incentive bonus pay". A letter from Mr. James F. Lincoln to the employees refers to the check which each one receives as "recognizing the importance of his or her contribution to our success for the year". The Lincoln plan has been a fabulous success. For the year just closed the 116 employees of the company—excepting only Mr. Lincoln himself—received \$4,458,629. This incentive pay has been given every year for the past 21 years and during that period each worker has received an average of \$50,000 above his regular pay, which itself averages more than \$8,000 a year.

Mr. Lincoln goes on to point out—and this is the heart of any incentive plan—"our productivity per man per year in dollar sales is approximately \$36,000—nearly four times the normal for our industry." He goes on to say that in the face of strong competition from some of the largest electrical manufacturers in the world, they have nevertheless been able to continue to increase wages and reduce prices of their product. Mr. Lincoln describes their program of incentive management as a "realistic, common-sense

approach to human relations in industry." He recommends it to all manufacturers and predicts that, if universally applied, it would immediately double the national standard of living.

TOP EXECUTIVES IN AMERICAN BUSINESS are a special kind of people. Like any other group which faces common problems and works in similar environments, top-level business men develop some specialized attitudes, interests and characteristics. If there is any one thing which stands out as a characteristic of the men in this group it is their attitude of responsibility.

Successful business leaders do not merely accept responsibility, they seek it. The sense of responsibility which they feel is not merely that of maintaining black figures in the profit-and-loss statement, although this is the main reason for their existence. They take the same responsible attitude toward almost everything else which touches their lives. Many of them give much of their time and money to civic affairs and to promoting the well-being of the country through their interest in industry affairs, social welfare, education and religion.

Because of the power he holds, the businessman is held in awe by much of the rest of the population. By some, he is deified and by others villified. The popular notion of the big executive is often not flattering. He is blamed for many of the ills of the day and he serves as a scape-goat for many politicians, labor leaders and others pursuing their own special ends.

And yet, the fact is that the typical business leader is well above average in a number of important qualities. Typically, he is honest, not to say honorable. He *must* be so to deserve a good credit rating, to say nothing of the need for the esteem of those with whom he has to do business. In intelligence and in his stock of general

information he stands high. Tens of thousands of vocabulary tests administered over the past 30 years by Johnson O'Connor in his extensive research have revealed that the corporation president achieves the highest average score of any group in the population. Similarly, in the army successful leaders were typically of the highest average level of intelligence and general knowledge of any group.

For stability of personality and general all-around personal effectiveness, business leaders stand as high as any. Above all, business leaders contribute to the high standard of living which we enjoy in this country beyond any other. Their lives are dedicated to efficiency, without which profit-and-loss figures turn from black to red, the business shrinks, jobs are abolished, and employees lose their livelihood—and the taxpayer foots the bill because somebody else has to put up the missing taxes.

All in all, effective business leaders are the indispensable men and business is the indispensable activity of modern civilized life. Business is the livelihood for all of us. The degree of physical well-being which we enjoy is in direct relation to the efficiency of business.

It is true that business leaders must not attempt also to be political leaders. That responsibility belongs to the elected representatives of the people. But healthy business is a necessary foundation to a healthy political state.

We who are charged with the responsibility for human problems in industry know the truth of all that has been said here and we take pride in our affiliation with this group.

Ned Hay

We Use Seven Guides to Help Executives Develop

By RALPH C. PARKES, President
The National Drying Machinery Company, Philadelphia

THIS is an attempt to state some of our ideas about executive development. Throughout, I will be speaking of foremen among other executives, because the foreman, surely, is the executive on the "firing line". The philosophy of training which I will outline embodies and makes practical application of four years' work with a firm of management consultants, and especially with highly qualified industrial psychologists on their staff.

To understand better what we are doing, a little background information may be helpful. Our company is relatively small, employing approximately 125 people. We have in our management group five top-level executives, fourteen "key" personnel, and seven shop foremen. All of these people share in one way or another in the profits of our company.

We have given our management group two major jobs. The first is to get our work out on time at a good cost and of excellent quality. The second is to carefully develop the men who work for them so that they will reach the highest position commensurate with their ability.

This second job requires our key people to put into force principles of training that appear through long experience to be the best. These are: individual evaluation of a person for our mutual needs, constant coaching by the man's boss, and adequate rewards for performance to reinforce learning once it has taken place. Seven guideposts were set up and are used to guide us in planning programs of executive development.

The first guidepost is the psychological

A comparatively small company may develop supervisors and managers just as successfully as the big company with its professional training director. Results depend on how you go about it. Individual coaching by the man's boss is one requirement, says the author. Appraising the man's capacity to grow, and hooking up his goals realistically with company needs projected into the future, are others.

appraisal of our management personnel. We have an organization chart of our company similar to the one appearing on the inside first cover of this magazine. Each block in this organization chart indicates three major things: (1) The executive's brain power, how he is using it, and in what direction. (2) The company's plans for this individual. (3) What the man wants, his aspirations, and what he must sacrifice to attain his aspirations.

This visualization of what the man has, what he wants, and what we need as a company, tie together. It gives management a blueprint of action for the next two years, and possibly further. Why I suggest two years is that we have found in the past that people grow. People change, and change in the right way, if we are successful in developing them. Therefore, we keep these manpower audits up to date, and try to have no man stay longer than two years under the same audit.

Each block in the organization chart

has figures on either side. Those on the right side of the block indicate the company's needs and the man's abilities. The diamond indicates the man's leadership and supervision ability. The circle with a letter in it indicates what his best field is; for instance, "S" may be Selling, "M" Manufacturing, "E" Engineering. The square at the bottom, with a number in it, tells what the company—specifically the man's boss—is training him for. In the block itself we have coded the man's personal type, and his ability to learn new things. On the left-hand side we have the specific job the man is aspiring to.

COLORS SHOW MEN'S POTENTIAL

We have color-coded our chart: green indicates that the man has good or better potential; blue indicates some limitations, but in general ones that can be overcome; while red indicates limitations which in all probability cannot be overcome. On the specimen chart these colors are represented by the initials G, B and R.

A diagrammatic representation of our shop organization shows that all individuals, from our managers down to our common laborers, have had an opportunity through tests to show what they have in latent potential. Naturally the tests were more thorough as we went up the line. For the individual worker we are interested in only three major areas: (1) Whether he is emotionally stable, (2) What is his ability to learn, (3) What he is interested in, as well as some specific mechanical aptitude ability.

A person who shows the possibility of leadership through a profile, which is a sort of equation combining these three basic elements, after experience with our particular shop can have the opportunity to go into a leadership or supervisory position. Then we would retest the man in the area of leadership, to make sure he knows basic principles of supervision, of

human relations, of motivating employees.

We firmly believe in promotion from within, and I could cite specific examples of how people have come into our shop as helpers and have risen to relatively high positions. In fact, every man in a management position today, except one, has come up through our own development program.

The second guidepost is the writing and use of job descriptions so that we know what each job requires in "know-how" for performance. It is important that we know what we are developing a man for—just what the job entails. We have a job description of every job in the plant. No matter how much we know about our budding leader, we cannot prescribe a satisfactory program of development for him until we know how he is going to use on the job what he learns. This means not only the job he holds now but the one he is likely to hold next, and the one after that.

It is obvious that the higher the job, the more a job description is necessary. The descriptions need not be too detailed, but we must show the principal requirements for knowledge or know-how; must show what types of problems are encountered; and must indicate the scope of responsibility for accomplishment.

ALL WORK TOWARD GOALS

Our third guidepost is goal-setting. In manufacturing, we are working toward the setting up of company goals that our people must reach during the year. We are now going through a reorientation and standardization to give our foremen and superintendents manufacturing goals toward which they will work. These goals take into consideration cost of manufacturing and delivery time. We are still working on this large problem.

The fourth guidepost concerns the coaching responsibility of the boss. One very difficult thing I had to learn early was the necessity

of delegating the training responsibility to my executives who were most closely related to the key people, and to those key people responsibility of training their people, to the superintendent the responsibility of training the foremen, and to the foremen the responsibility of training the worker. My principal job was the development of my executives. This idea of the man's superior as a coach has paid dividends. Training is a constant process, and the man's superior is the one who can do it most successfully.

Whether the boss' personality is good, bad or indifferent, it seems to me that any organization reflects that personality. Since even the boss is imperfect, the personnel of an organization must of necessity be imperfect. I have attempted to surround myself with a complementary management group who do not have the same area of weakness that I have, in order to arrive at better group decisions.

MEN TRAINED INDIVIDUALLY

The philosophy of training executives as individuals is our keynote. The essential point I am trying to get across is that all of our people must guide the people that work for them in leadership thinking, but must develop each person in a different way because each one is different. They must work with them as coaches, working on their weak points and strengthening their strong points.

Our fifth guidepost is the means of motivation. One of the toughest problems in individual development is motivating the man. The financial rewards, although of primary importance, are many times not enough. Money helps satisfy some of the fundamental needs of our life, such as hunger and thirst, but money does not satisfy the need of love of family and fellow man, of security of life and job, or the need of the respect of others and self, or self expression. These needs are as im-

portant as the financial needs, and we have tried to build our management group to recognize them.

Our sixth guidepost is individual progress reports. In our performance-rating sessions—and every man in our organization is rated twice a year, except our top four managers who are rated once a year—each manager must talk with his key people and tell them how they are doing. He not only gives them their share in the profit, but shows them how they have progressed, and how they have succeeded in the goal we have set up for them in the earlier part of the year. The superintendent talks with each of his foremen, telling them the same thing. Each foreman is required at the time of performance-rating to talk with the person he has been rating, going over with him his good points and showing him how he can improve his weak points.

CHECK PROGRESS TOWARD GOALS

We are trying to make these "how are we doing" sessions as specific as possible. All of our executives, from the foremen to the president, participate in these sessions with their people. All of our people have an opportunity to receive "how are we doing" at least once a year, and our hourly workers twice a year.

Our seventh guidepost is a check of where our company stands in its development program. We have found that the personality of our company has changed as we grew larger. I think it is extremely important that we recognize this change. When we were a very small company some of us were doing all of the functions, and our individual progress could be seen very easily by our accomplishments. Our rewards were directly related to our successes. As we became larger, individuals needed to grow with our company, and we had to set these guideposts to be sure we were building on solid ground.

(Continued on page 347)

Health and Welfare Plans In Negotiated Agreements

By PHILIP W. CARTWRIGHT, J. BENTON GILLINGHAM
and WILLIAM S. HOPKINS
Institute of Labor Economics
University of Washington, Seattle, Washington

ONE OF THE more important recent developments in collective bargaining and industrial relations in the United States has been the extensive emergence of "health and welfare" plans negotiated as an integral part of union-management agreements.

This development in collective bargaining is very recent, dating largely since the end of World War II. In the Pacific Northwest virtually all existing plans date since 1949 and in most cases since 1951; during this brief period health and welfare plans have been introduced into most of the Northwest's leading industries, including lumber and logging, aircraft, metal products, machinery, food processing, construction, transportation, wholesale trade, and major service industries, such as hotels and restaurants and building service.

In the Pacific Northwest, the role of union leadership appears to have been of decisive importance in introducing health and welfare programs into collective bargaining. In virtually every plan which we have investigated the initiative came primarily from the leadership rather than from the rank and file membership. Money wage increases appeared to loom larger in the desires of many members than did employer-financed health and welfare benefits.

Why did union leaders show such interest in health and welfare programs and why have they made a special effort to stimulate interest and support of the membership in such programs? The answers to

Labor relations people are gravely concerned about the increasingly burdensome cost of health and welfare programs. Unions fight for ever-broader coverage and higher benefits. The authors compare "service" and "indemnity" types of programs studied in the Pacific Northwest, tell what the programs provide, consider their administration, and look ahead to probable developments.

this question are remarkably consistent in essentials. They point to the following considerations.

1. *Union-member relationships during an anticipated period of stable prices and wages.*

As one union secretary put it: "When the inflation levelled off in 1949 we knew that we were about at the end of the period when each year brought a sizable hourly wage increase. This raised the question of what we can do to serve the membership and to maintain morale and loyalty within the union during such a period. It seemed to us that a health and welfare program is a wonderful medium through which to provide an important and continuing service which can be easily seen and appreciated by the membership. A nickel-an-hour wage increase is soon forgotten; but a medical care and disability plan is a continuous reminder of the union's achievement."

2. *Membership welfare.*

Most union officers interviewed

appeared to be genuinely convinced that the welfare of members is really better served by five or ten cents an hour paid into a health and welfare plan than by an equivalent increase in the hourly wage rate.

3. *Advantages of employer-financed plans.*

Several officers emphasized that an employer-financed plan was the only method that would assure complete coverage of all the employees in a given unit.

4. *"They can't take this away."*

Whether or not well founded, there appears to be a widespread belief among union leaders that fringe benefits are more secure against reduction during deflationary periods than are money wage rates.

5. *Administrative considerations.*

In large, closely integrated unions, such as the Teamsters, important administrative considerations also motivated top leadership to take the initiative early. By doing so it was possible to develop a reasonably uniform program among many local unions throughout a region.

COMPANIES OPPOSED PLANS

Most of the management representatives interviewed were frank to concede their early opposition to any form of negotiated Health and Welfare plan. They tended to look upon it as a side-door device for securing wage increases and as an additional burden of costs. They feared that once such a plan became incorporated in the contract, they would not only be forever unable to eliminate it, but would be continually pressed for higher contributions. Others felt that it would wean away employee loyalty from the firm to the union. A few have no objection to the principle, but objected to paying all of the costs. On the other hand, there were a number who agreed with union arguments that an employer-financed plan has certain advantages over employee-financed plans.

The principal plans in this area consist of five basic components: (1) life insurance, (2) weekly indemnity payments for accident or illness, (3) hospitalization for employees, (4) medical care for employees, and (5) hospital and medical care for dependents. The emphasis placed upon each component in the agreements varies with the particular needs of the labor force involved and with the size of the financial contribution which the union succeeded in negotiating with the employer group.

GROUPS WANT DIFFERENT THINGS

There is considerable variation in the emphasis placed on the basic components by different groups. For example, the Aeromechanics group emphasizes life insurance and cares little about benefits for dependents. The Culinary Workers have concentrated on hospitalization at the expense of dependent coverage and disability insurance. The Bakery Workers like hospitalization and medical coverage at the expense of the other components.

In general, these shifting emphases have been determined by the amount of money available. Given the money, the unions attempt to fit the benefits to the needs of their own members. The Bakery Workers, for example, with a mostly female labor force, have put dependent coverage on an optional employee-financed basis. The Teamsters, with a large male membership, have stressed the need for dependent coverage to be financed by employers. The Woodworkers stress life insurance and disability.

There is also considerable variation in the amount of benefits obtained by different groups. This depends largely on the amount of money which has been won in negotiation. In life insurance, for example, the Aeromechanics have up to \$10,500 with double indemnity, whereas most plans give \$1,000 group insurance with double indemnity.

In disability insurance covering accident and sickness, there are variations in the amount and length of time for which payments will be made. The insurance varies from no coverage for Culinary Workers, to \$40 per week for 26 weeks for Woodworkers. In hospitalization, the benefits vary from \$10 per day for 70 days, to \$10 per day for 180 days in the case of indemnity plans, and from a four-bed ward rate for 60 days, to a full coverage for 120 days in service plans. The amounts for additional hospital expense vary from \$195 maximum to an unlimited amount.

As for medical services, the common allowance is \$3 for hospital and office calls, and \$5 for home calls for physicians. Some service plans provide virtually unlimited doctors' calls; other plans provide no allowance until after the doctor's first or second call. For surgical care, most of the plans provide a \$300-maximum surgical schedule.

The widest variation occurs in benefits provided to employees' dependents. In the Longshore agreement, for example, dependents have the same medical and hospital coverage as employees, whereas Culinary Workers' dependents have no coverage at all. If there is a typical pattern in this area it is probably the benefit program providing limited hospital and medical expense on a group insurance rate, available at the employee's option and financed by payroll deduction.

SERVICE AND INDEMNITY PROGRAMS

One of the major differences between the various programs in hospitalization and medical care arises from the choice of a service program or an indemnity program. In the indemnity program, the trustees simply purchase an insurance policy which indemnifies the individual for any hospitalization or doctors' expenses up to some maximum. In the service program, sometimes called a clinic program, medical or

hospital care is purchased from a group of cooperating doctors or hospitals on behalf of the employees. The employee does not pay anything himself, and generally the limits of care provided are much broader.

Typical of the service program in the medical field is that of the King County Medical Service. Blue Cross provides a similar plan in the hospitalization field. Such clinics as Group Health Cooperative of Puget Sound and the Bridge Clinic provide service plans for both medical and hospital care.

CAN'T ALWAYS USE SERVICE PROGRAMS

When a union's membership is not located in a central area, such service programs are not workable. The reason is that they require the use of medical and/or hospital service directly connected with the service organization, and allow only limited use of doctors or hospitals outside their area. Therefore an organization such as the Teamsters, whose membership is widely scattered, favors an indemnity program which allows the employee to select any doctor or hospital he chooses, and simply indemnifies him for his expenses.

Most of the plans studied have similar provisions with respect to coverage and eligibility. In general, all full-time employees within the bargaining unit are covered. The general practice is to consider anyone who works at least twenty hours per week, or eighty hours per month, as a full-time employee. Generally an employee becomes eligible on the first of the month after he has worked the required number of hours. One major exception is the Longshoremen's agreement, which bases eligibility on having worked 800 hours in the previous year.

In negotiation, the typical pattern has been for the union to request a given payment by the employer (usually cents per hour per employee, or dollars per month per employee) to a joint trusteeship or, in

some cases, to the union. The trusteeship or the union determines the character and type of benefits to be purchased and then negotiates with brokers or insurance underwriters.

In at least one case, however—that of the Metal Trades workers—negotiations concern the benefits themselves. The management group, in this instance, feels that it should preserve the prerogative of purchasing the program at any cost that it can achieve, and simply guarantees to the workers the level of benefits agreed upon.

At the other extreme, there are numerous examples where the employer has negotiated the cents per hour to be paid, and then avoided all other contact with the program, either as to the character of the benefits purchased, the administration of the program, the handling of claims, and even the solvency of the plan.

PAYMENTS MADE TO TRUSTEES

The most common form of administration is the trusteeship to which the employers make their payments. The trustees consist of representatives from both management and union. An administrative staff under the direction of the trusteeship handles collection of payments, certifications of eligibility, approval of claims, and in many cases distribution of benefit checks. Most of these trusteeships have been dominated by the union concerned or its representatives on the board.

In general, health and welfare plans, as currently operated, are unanimously approved by labor leaders, and the evidence indicates that they are popular with union members. Nearly all union executives feel that the plans strengthen the loyalty of union members toward the union. Members who receive benefit checks or medical care, of course, feel a debt of gratitude to the union. Moreover, they feel they have a greater stake in the union and this encourages them to take an interest in the

efficient operation of union affairs. This is especially true when claims are filed and benefits paid through the union office.

Employers do not give full approval to these programs, although few are as strongly opposed to them as at first. Some are unhappy about the increased loyalty which members feel toward the unions. Most of them look upon it as an additional expense which is likely to increase. Many employers point out, also, that in a period of recession, costs of health and welfare benefits would be more inflexible than wage costs, whereas in a period of inflation the demand for constantly increasing benefits will persist.

SOME EMPLOYERS NEGOTIATE BENEFITS

In some industries, including the metal trades, employers insist upon negotiating benefits rather than premiums, in order to keep health and welfare contributions and administration completely separated from wages and more fully under their control. Other employers, such as some of the baking industry, prefer to bargain over the contribution, leaving the trustees to secure what benefits may be purchased by the contribution.

With respect to the effect of health and welfare plans on labor productivity, there is no clear evidence that productivity has increased. A spokesman for the Woodworkers believes that the plan increases the stability of employment, in that it keeps workers steadily in the industry and reduces turnover. In the Boeing Airplane plant, on the other hand, a spokesman for management has seen no evidence of improvement in turnover or absenteeism.

Excepting for minor details, present programs are operating satisfactorily. In indemnity plans where the payment of claims has exceeded, or put pressure on, the amount of funds collected in premiums, the unions have usually negotiated a sufficient increase in the employer contribution to

alleviate the pressure and to provide increased benefits as well.

However, certain types of claims and demands by union members for increased benefits remain chronic problems. Foremost among these are the charges for hospitalization other than board and room. Where specific limitations have been set as to allowable payments for these services they have proved inadequate to insured members. Where no limitations have been set, the cost of these benefits to insurers has exceeded expectations.

ADMINISTRATION PROBLEMS IRONED OUT

In the early days, both union and management spokesmen report, there was trouble in securing prompt remittance of premiums from employers, chiefly small ones. More efficient administrative methods have now almost eliminated this problem. The filing of lists of eligible workers, and the payment of premiums by employers, have been speeded by providing employers with a monthly form to be completed and returned. In most cases, some "policing" of the program is undertaken by the insurance carriers; in all, the union takes an active part in this work; in several instances the management also cooperates in it.

It is frequently the practice of unions and trusteeships to establish employer contribution rates which will build up the contingency reserves held by the trusteeship, over and above any retentions by insurance carriers. In view of the limited experience of actuaries in this field of insurance, this appears to be very prudent policy.

In no cases studied in the Pacific Northwest have the unions or trusteeships attempted to assume the responsibilities of an insurance carrier in administering and investing funds. The authors frequently were told that, since very large sums of money are involved, established and regulated insurance companies are best qualified to accept this responsibility.

Still unsolved in relation to indemnity plans is the problem of securing physicians' acceptance of a fee schedule which can be coordinated with a schedule of benefits. An occasional physician increases his fee when the patient has insurance. In this respect the clinic or service type of plan, in which the physicians' services are paid for by the clinic or service bureau, has a great advantage over the indemnity plan.

A LOOK INTO THE FUTURE

In appraising the future of health and welfare plans in the Pacific Northwest, the inescapable conclusion is that they are here to stay. Very hard times might result in a reduction of employer contributions, but both management and unions feel that the plans have become a permanent part of the labor agreement. In all likelihood, many industries not now covered by plans will soon be covered. Pressure of unions as well as management to emulate other industries will bring this about.

The coverage and benefits of present plans will undoubtedly be extended. One of the most likely areas for extension is that of medical and hospital care for dependents, financed by employer contribution. Increased payments for hospital room and board and additional hospital expenses will unquestionably be negotiated, as most present plans do not provide enough to fully indemnify the patient for the cost of such services. In addition, more and more interest is being shown in group life insurance. One must expect that there will be pressure to raise the amount of life insurance considerably above the present usual \$1,000.

In administration, procedures will become more routinized, and the tremendous funds involved will be more adequately safeguarded against fraud or misuse.

With the rising costs of hospital and medical services, the present health and welfare plans will become more expensive even with the same schedule of benefits.

Now I'm Sold on Testing

By MARY H. SNYDER, Personnel Manager
St. Petersburg Times, Florida

IT's rather a surprise to me to find myself writing in favor of testing. Not too far back I can remember being just luke-warm about the whole thing and about eleven or twelve years ago being an exponent of the opposition, even to the point of writing a memo to my boss in General Foods. In the memo I included questionable facts and figures on the hiring that had been done without benefit of testing for the period of about a year, in which I proved (to myself, at least) that tests were not necessary.

In spite of all that, I believe that G. F. is now using tests. Perhaps one of the influencing factors in my reform was the result of my tests taken at the Florida State Employment office before employment with *The Times*. I made the grade—it's amazing how attitudes change after the results are known!

Perhaps, however, this about-face on my part may make the case more convincing. I must state very definitely that I do not write as a professional psychologist, well versed in testing. Also, perhaps my writing at all is a bit premature, as we have not yet been testing long enough for me to be able to give you conclusive facts and say "This is it." However, I'll try to give you the highlights of what we think.

Ever since "I.Q." tests were so widely used during World War I, the St. Petersburg Times has been trying to use these yardsticks to select better staff material. Nelson Poynter, publisher of *The Times*, is an aggressive and forward thinking man who seizes every opportunity for improving his organization.

Well selected tests, skillfully interpreted and used with understanding, can help a great deal to hire, place, and bring along people. The author itemizes four essentials for a good testing program and cites specific results out of her experience in a newspaper plant.

So, we have tried having applicants tested by the State Employment office and other employment services. We have found that "intelligence" tests alone are not enough—for our use we need a combination of varying degrees of intelligence, plus aptitudes, interests and personality patterns. The State service could give us the general learning-ability scores along with certain aptitude scores, but did not go into the personality field, and only occasionally into the interest field.

We found that in some cases we were out on a limb on applicants that had been selected, because even though test results showed their ability to do the job, they did not progress on the job in which they were placed, either from lack of interest or from inner personality conflicts. So we realized that we needed a testing program tailored to our need; unfortunately it is impossible to use a packaged deal. Each program must be carefully planned and tested with relation to the types of jobs to be filled, the promotional opportunities and the labor supply.

Testing to be effective must have:

1st—*Professional Assistance* in setting up the program and efficient guidance through the period of selecting test batteries and norms to be used in the cir-

This article is adapted from the author's talk at the last annual meeting of the Newspaper Personnel Relations Association in Philadelphia.

cumstances peculiar to your own organization and locality.

2nd—*Acceptance by Top Management*; and by that I do not mean just a passive acceptance, but an honest-to-goodness active interest and cooperation. This should then filter on down the line.

PRESENT EMPLOYEES TESTED TOO

3rd—*The "Go Ahead" to Test Present Staffers*, to check correlation of test performance with known job performance; to find out which tests can be depended upon to most accurately eliminate the candidates less likely to succeed; to bring to light the staffers who have shown aptitudes, interest and personal qualities for special training, promotional possibilities and other transfers for more satisfactory job placement.

4th—*A Continuing Program* of studying and appraising the testing media, to eliminate the tests which over a period of time have shown no particular correlation with job performance and to add tests which might help us to be more specifically selective.

Now down to cases: Since we have been doing our own pre-employment testing, we have had only two people who were hired who did not work out as satisfactorily as we would desire. We, however, walked into these situations with our eyes wide open. One was a copy boy in the news room who started last Fall at a time of year when supply of applicants for that type of job was practically nil. The other was a girl with high aptitudes generally, but the recommendation was that she not be put on a job where she had to work with many people or deal with the public. Without checking with us, a transfer was arranged to place her in our business office as a circulation counter girl. Even though her aptitude for clerical work was high, the inability to deal with strangers caused her to be ineffective on the job.

We have used our tests for all promotions and transfers that have been made

this year. They have also been used in hiring management personnel—our general manager and our controller were both tested by Byron Harless & Associates, our consultants, before being hired.

By testing and training our present proof readers and teletype operators, we have chosen the battery of tests which do the screening job for us. On the basis of these results we have tested, employed and trained four operators whose progress has been outstanding. The learning period was shorter than for those previously trained and their production rates grew steadily greater. Typing speed before hiring was not a factor—as they learn the teletypesetter machine their speed develops. There is a definite correlation between typing speed and reading speed.

MAN STEERED IN RIGHT DIRECTION

To show how we go about setting up a personal profile and making job recommendations, take a specific case. A young man started in the bookkeeping department in May of 1948. He is now 25 years old. He thought he wanted to study accounting. Our new controller was looking for someone to develop in the bookkeeping department, so we tested. These were the results:

Mental Alertness—Low; while adequate for the job he was in, perhaps not adequate for future supervisory or executive material.

Numerical Reasoning—Average, but not high enough for top-flight accounting jobs.

Vocabulary—Very low; can be increased, but should be higher. Considering his scores on mental alertness and verbal capacity, it looked as though it would be a tough job for him.

Clerical Aptitude—Fairly high score. Good for his present job.

Mechanical Reasoning—Superior. One of his best qualities on his job was his ability to keep an antiquated bookkeeping

machine running. Anyone else would have had a difficult time.

Verbal Capacity—Fairly low; showed fairly low capacity for verbal learning or learning by reading.

Supervisory—Very low; of course, he had had no supervisory training, but he showed no native understanding of dealing with people as a supervisor.

Interests—Very high mechanical. High computational.

This young man's temperament pattern showed a certain degree of shyness, submissiveness and a lack of objectivity; not a pattern for good supervisory material. We knew he had a hobby of electronics and radio, was a ham radio operator. From this knowledge, from observing him on the job, and from the test results we decided that while he would be satisfactory on his present job, he would not be able to go ahead. In all probability he was at his top. His learning ability for success in studying accounting by correspondence was decidedly questionable. Yet he was a loyal, hard-working boy with superior aptitude and interest in things mechanical.

TESTS GUIDE TRANSFERS, PROMOTIONS

We could use men with that skill in the mechanical department. With decided effort, we persuaded him to try it and he has been working as an apprentice machinist in the composing room for six months. He has had an increase which he would not have had on his other job and is doing an excellent job, as witnessed by his last rating: "Has high potential, works well and accurate, does more than normal amount of work." The mechanical supervisor is very pleased with the man and there is plenty of room for advancement.

This example is only one of many we have had this past year. We have made many successful transfers and promotions. We believe we have saved ourselves some headaches by deciding not to make trans-

fers, when there were low test results in areas thought to be important on certain jobs. We have discussed with rejected staffers some of the reasons for their not being chosen, and in most cases they have agreed about their limitations as shown by the tests.

We give a copy of the person's profile chart to anyone who cares to have it. The interpretation is easy by reading the notes at the bottom of the chart and on the back of the page.

We hope to get more facts and more conclusive evidence as we go along. In my opinion a word of caution always should go hand in hand with any discussion of testing. With it all, use common sense; try to be helpful if advice is asked; never try to play God, and remember always that you are dealing with human beings, not just facts and figures.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.

With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.



Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Six-Hour Program Lifts Fog from Business Writing

By ROBERT GUNNING

Robert Gunning Associates, Blacklick, Ohio

HOW CAN people on the job be taught to write better? Anyone who has read foggy writing produced around his plant or office must have asked himself that question. More and more it confronts personnel and training staffs. For, as business and industrial units grow, clear communication becomes ever more important.

But how work out a program? In the first place, who should take the training? After work as a consultant in clear writing for more than 100 corporations there is no doubt in my mind about that. Everyone should be included who has responsibility for writing letters, reports, memoranda or other messages to employees, customers, or stockholders. It is particularly important that the top men sit in. Changes won't be made unless they signal their accord.

But won't such a program take too much time? Our experience says not. Much progress can be made with quite brief formal instruction—say, no more than six hours of lectures and conferences, and this spread over three to six months. Here are a few reasons why it need not take long to train business people to write better:

One—In such a program the job itself becomes the laboratory. Once a man has been introduced to clear-writing principles and taught to use a readability yardstick, he can check on his own writing and test that of others. Writing improvement is easy to see.

Two—New methods help greatly to speed up the training. Readability research and today's emphasis on semantics are new since the school days of most of us.

Anyone can quickly learn to get his ideas across in better memos, reports and letters if he wants to. The author has helped lift the fog from much business writing. He describes a six-hour course which shows writers how to avoid the kind of words and constructions that kill the effectiveness of many messages, with examples taken from the group's daily output.

Three—New training devices help make the teaching concrete rather than theoretical. Visual aids, for example, keep the group's writing samples and the revisions before everyone in the lectures. Individual writing is analyzed before conferences with the writers. Each principle is pinned down with examples.

Four—Perhaps the most important reason why great progress can be seen in a short time is this: the whole business and industrial community has drifted into very bad writing habits. Business prose is burdened with jargon and shot through with unnecessary complexity. Here is one field in which the research attitude has been lacking. In almost every other branch of business, standards have been set up and maintained. But business, for the most part, has neglected to enforce standards of good writing. Instead of seeking the better way to communicate with the written word, the man about to write a letter or report asks, "How have we always done this?"

The worst faults of business and technical writing are so bad that their exposure is dramatic. After a single lecture session the most conspicuous faults disappear rapidly. Marathon sentences are one example.

In ten years of helping people to communicate better, I have found hardly anyone who judges his schooling in practical English either proper or sufficient. The typical engineer, accountant, lawyer or salesman enters business uneasy about his writing. And, in lack of confidence, he resorts to jargon. That's the name for it. But those who use it may prefer to call it "professional" language.

RAPID PROGRESS POSSIBLE

On-the-job training in writing can move fast because it can drive the nail firmly home with examples that are real. This was difficult to accomplish in a school course. Who could have been interested in 1,000 words on "My Summer Vacation"? Writing a set number of words on next to nothing is not a bad exercise for a budding creative writer. But it usually did poor service to the practical man of business. He came to look upon writing as a strange and unnatural act. He drifted into language far removed from the spoken word.

We find the most effective teaching devices are slides drawn directly from the day-to-day writing of the group. They will show, for example:

- how a rambling 75-word sentence can be broken into several short brisk ones;
- how 20 words can do the same job as an original 40;
- how a two-page report can be cut to one if properly organized for easy reading and understanding;
- how a passage tortured with passives, participles, and gerunds can be re-written in lively active verbs.

Here are brief examples of revisions:

Foggy Jargon

This information must be reduced to more detailed comparisons before action can be initiated to accomplish optimum utilization of the material.

Clear Writing

These figures must be compared in more detail before best use can be made of the material.

Comment: 22 syllables do the work of 46.

Initially difficulties were encountered in connection with atmospheric dust concentrations.

Air-borne dust caused trouble at first.

Comment: 8 syllables do the work of 26.

In view of the importance of the treatment contemplated, it is imperative to identify the causative principle in the contamination, and to establish, if possible, practical means for its control or elimination.

Because the treatment planned is so important, the cause of the contamination must be found, along with ways to control or stop it.

Comment: 33 syllables do the work of 66.

The two attachments enclosed are memoranda relative to the strength properties and stability characteristics of the plastic. Also included is a summary of the detailed information and conclusions contained in the two memoranda.

Attached memoranda discuss the strength and stability of the plastic. A summary is also enclosed.

Comment: 14 words do the work of 33.

HOW CURE WORDINESS?

How weed out verbosity? The steps we take are these: (1) make the group conscious of the problem, (2) win general acceptance for a set of standards of good writing, (3) show, through use of the group's own writing, how those standards can be applied, (4) drive the application home through both lectures and individual interviews, and (5) give each member of the group the means of measuring the fog in his writing and that of others.

The training programs that we have conducted in clear writing have varied widely. In a few only 20 or 30 took part. Others have involved the training of hundreds. Programs must be tailored to the needs of the group.

In almost every instance, however, we follow this course. First, we analyze a generous cross-section of written material from the company. Work of each person who will take part is included. Next, we prepare slides from this material. These are combined with slides from our library, and worked into a series of lectures. This preparatory work requires up to a month and is about two-thirds of the entire effort.

Next, I meet with the group in three-day visits. In a typical three-month program there are three three-day visits spaced about a month apart. During the program each member of the group attends six lectures and has at least one personal conference dealing with his own writing.

Consider the program conducted recently for the Esso Standard Oil Company office and refinery at Baton Rouge. It will show how a course is patterned to particular need. Some 500 persons with writing responsibilities took part. More than half were engineers or others of technical train-

ing. The others ranged from lawyers, to economists, to accountants.

Over a five-month period all the large group attended three one-hour lectures. Then, following a plan that might well be adopted more widely in training, the supervisors—some 175 in number—were given a more intensive lecture course. Each of them attended nine lectures over the five-month period. Each had, in addition to the lectures, a personal conference for discussion of his own writing.

Among lecture topics were these: Ten Ways to Make Esso Writing More Readable, How Esso Writing Compares, Principles of Good Organization—the Basis of Clear Writing, How to Build a Fog-Free Vocabulary, Developing a Readable Personal Style, How To Figure the Fog Index of Your Writing. The course was summarized in a deskbook on clear writing.

The principles of building an effective course in clear writing parallel the principles of clear writing itself: Avoid unnecessary complexity. Organize for interest. Make every word and minute of the training count. Never generalize without giving concrete examples. Relate each point directly to the experience of those taking the course.

About the Authors

Ralph C. Parkes, a Registered Professional Engineer in Pennsylvania, has been associated with The National Drying Machinery Company of Philadelphia since the company was founded in 1923. He has been concerned with management and development; holds numerous patents in the drying, conditioning, conveying and allied fields. Starting as Secretary-Treasurer, he became a partner in 1937, and President in 1942.

Philip W. Cartwright is Associate Professor of Economics and Assistant Director of the Institute of Labor Economics at the University of

Washington, Seattle. He received his Ph.D. at Stanford, and recently served as District Price Executive with the OPS.

J. Benton Gillingham is Assistant Professor of Economics at the University of Washington; received his M.A. at the University of Wisconsin. He recently served as chairman of the Seattle Regional Wage Stabilization Board.

William S. Hopkins is Professor of Economics and Director of the Institute of Labor Eco-

(Continued on page 343)

An Industrial Psychiatrist Looks at Employee Communications

By ALAN McLEAN, M.D.
Carnegie Fellow in Industrial Psychiatry, Cornell University

IT SEEMS to me that *people* are industry's unfinished business. Today, more than ever before, there are two good ways of going out of business. One is to miscalculate the economic side of one's business, one's buying, selling and merchandising; the other to underrate or over-simplify one's employee relations.

Employee relations simply cannot be brushed off by people who are too busy with the tangible problems of manufacture and distribution to bother with them. We have to face the fact that only the common cold is a greater factor in industrial absenteeism than is emotional disturbance. Thirty per cent of manpower loss can be traced directly to psychiatric difficulties. Mental illness and personality disorders effect more people than all other illnesses combined.

The real problem is to make a man feel as important as he really is; by making him as important as he is capable of being. Superficially it may appear that the goal of increased productivity on the one hand and the goal of meeting human needs on the other are in conflict. We recognize that the company can supply the best of equipment, materials and methods, and the worker can bring to his job the best training, experience and physical health, but unless his attitude is a healthy one he won't turn out much work.

It is the meeting of human needs, the engendering of healthy attitudes, that becomes the problem. If it is this human

Every company communicates with employees, and can't escape it; by leaving unsaid as well as by saying, by ignoring rumors or by answering them, and in a score of other ways. But, says the author, it's important to avoid over-communication, or communication of the wrong kind at the wrong time. He takes an especially dim view of the "initial negative" news story.

being, the worker, who matters, ought we not all know rather more about him and his reactions to various patterns of behavior, stresses, desires, goals, emotions, fears, worries, and what he really wants out of his job?

I wonder how many executives assume that *their* successful experience in communicating with each other can be projected into more formal communications with other individuals in the company. I wonder how many conclude that, since their words can be counted upon for understanding among themselves, the same can be said for their communication with employees. Some members of management may assume that when people have little or no face-to-face contact, communications are fully understood in their original meaning. We know this is not so.

As individuals, we recognize that no single fact has the same meaning for each of us. Each has his own individual set of motives, his own code of ethics, his own

This is a condensation of an address before a meeting of the House Magazine Institute in New York City last June.

completely individual background and his own set of feelings.

More important than this, our pattern of feelings and reactions is a constantly changing one. Each of us moves in a dynamic, yet individual, environment. This one factor poses tremendous problems for the communication executive. Unique differences set up communications barriers that can never be entirely surmounted.

WORDS NOT TAKEN AT FACE VALUE

Personnel people must be able to reckon with and understand an individual's will to *misunderstand*, to *misinterpret*, and to distort the content of formal communication. No one likes to admit that company employees harbor feelings of suspicion against management, but a potential climate unfavorable to the growth of understanding is a hard fact with which many managements have to deal. If the worker believes, justifiably or otherwise, that management is indifferent to his interests, such misconceptions can distort the meaning of the best-intentioned acts and statements. One of the major achievements of the personnel executive is promoting a climate favorable to the growth of understanding.

We are all aware of what it is to worry about some remark or event; turning it over and over in our minds in an effort to find the "catch" in it. Even when nothing phony is uncovered, the suspicious person may remain unconvinced. Individuals may conclude that management representatives or management publications have outsmarted them, hiding evil intentions behind innocent and straightforward words. In such a relationship, more management people are beginning to realize that words are likely to fall flat.

It is obviously easier to stimulate feelings of opposition and destruction than of tolerance and cooperation. On occasion a stimulus to group feelings of opposition

finds its way into the house magazine, and may completely overbalance the main theme of the story.

A case in point came across my desk the other day in a recent issue of the magazine of a large aircraft manufacturer. A story on the medical department was featured. About 80% of the article extolled the virtues of the medical services available to personnel. The article then went on to discuss rather briefly the problems management must face in hiring the physically handicapped. It told of the feeling, contrary to present popular belief, that it is quite unprofitable to hire anyone not in the best of health.

In this day it is hardly wise to contradict what is widely heralded as industry's public-spirited answer to the problem of rehabilitation of the disabled individual, particularly the disabled veteran. The seeming, and doubtless unintended, callousness of the latter part of the article cut the ground right out from under the first part. Obviously, the point should have been made in a different way. As presented, with no supporting statistics, present ideas of industry's role in this field were offended. Much harm was done to the former good feelings of the employees about the management policy. The article might far better have been descriptive only of the medical facilities.

DANGER OF OVER-COMMUNICATION

I began thinking of over-communication about a year ago when faced with a disturbing problem of morale in one section of a large hospital. The more I examined the situation, the more it reminded me of previous experiences with similar administrative problems.

For various reasons people's offices within the hospital were shifted from time to time. This case involved the shifting of about ten doctors with their administrative and secretarial assistants. It was felt

that many of the doctors, housed in an administrative section of the institution, could function more effectively if located closer to the patients, clinics and medical records.

The proposed changes were discussed by the executive officer with one or two members of the staff in an effort to locate satisfactory space. Each day a new plan for the distribution of space was passed down the grapevine and attributed to the top management. Each night various members of the group to be moved had a new set of ulcers. Each morning new plans made the rounds, easing the tensions of those who were disturbed the day before, but bringing a new set of anxieties into play. For nearly two weeks there was much more talk of the proposed office reassignment than of the welfare of the patients.

ANXIETIES PROVED GROUNDLESS

The ultimate solution turned out to be a workable and practical one. There was an actual improvement in most office space. Staff members were allowed to move their own office furnishings into the new quarters, and the end result was a general improvement in the efficiency of the units involved. I mention this case only as an example of the nearly total disruption of several working units for a two-week period, attributable directly to over-communication of day-to-day thoughts on the matter as they occurred to the management.

How simply this could have been avoided by working out the final office arrangement in the top echelon of management before relaying the decision to the units effected. As it was, each individual involved, as soon as he heard of a proposed change, spent the majority of his working hours developing logical reasons why it should not be so; reasons which he had no occasion to develop for top management.

Now, how do formal communications media fit into the above picture? Well, they

contributed in two ways; first, a written outline of one of the earliest proposed changes was circulated. But it did not state a clear-cut reason for the proposed change, about which many rumors were circulating. Second, and most important, was the lack of any mention of the coming changes in the weekly circular to all members of the staff. A well-written statement of the really excellent reasons for the move was called for.

Here, then, is an example of over-communication, together with a *lack* of communication through formal media which were at hand. It resulted in high feelings and considerable animosity toward management. Although the outcome was generally favorable, it aroused a general feeling of anxiety and prevented effective use of the staff for at least two weeks. Some resentment, I am sure, still remains.

MUST COORDINATE COMMUNICATIONS

Is this what I mean by over-communication? Is it simply talking too much, or too freely? Am I directing these comments at the organization which barrages its employees with so many formal and informal communiques, magazines, newspapers and policy statements that it becomes impossible to keep up? Well, yes. Certainly it is possible to overdo a good thing. And, certainly, we must guard against poorly coordinated communications and over-production in industrial relations offices. Those of us who have been associated with government agencies know the effect of a barrage of paper; of duplicates, triplicates and quintuplicates; of the often conflicting directives which, while occasionally seeming to serve useful purposes, lead one to wonder how it is that our federal government functions as smoothly and effectively as it actually does.

But, in thinking about over-communication, I am also concerned about what we might call communication *before the fact*.

Communication of half-formed policies. Rumors that are spread to "sound out" various groups of employees. I am thinking about the executive who thoughtlessly gives out information which, had he thought about it more deeply, he would recognize as the sort of thing that might cause considerable anxiety.

Many necessary industrial actions, such as relocation of machinery or the introduction or elimination of procedures, involve change for individuals. Any communication on these subjects is liable to be anxiety-producing. The time to communicate is when you can answer more questions than you raise.

THE "INITIAL NEGATIVE" STORY

We have a closely related problem when the few facts in a given message are poorly explained. The reader is allowed to develop all his own implications. He builds up fantasies concerning the situation which meet only his individual needs. In any straight news story, when facts of considerable importance to readers are sketchily presented and the ramifications overplayed, you are apt to *produce* rather than allay feelings of suspicion and hostility on the part of employees.

We have seen this all too frequently in news from Washington, D. C. One form it takes is the *initial negative* news story, the story of denial. One reads almost daily of individuals claiming that such and such is *not* true. No one had heard previously that it was true, but the negative emphasis is sufficient to raise serious questions of doubt.

The same thing holds true within any industrial community. For instance, if a news story in a company magazine were to report that it was *not* true a certain group of plants were to be sold to a competitor, feelings of insecurity and anxiety would develop on the part of individuals in the sub-organization.

I have heard of one or two managements which adopted the practice of using in their intra-mural publications a column aimed at dispelling current rumors. Concerning the success of these columns I can only hazard a guess. But once one begins denying some poorly founded rumors and partially confirming others, I suspect the desirability of such features would be questioned. Surely no management can be totally frank concerning all rumors which may spring up concerning its business at any given moment. Half-truths and denial of non-existent problems does not seem the answer. At least not in print.

About the Authors

(Continued from page 339)

nomics at University of Washington. He received his Ph.D. at Stanford. During the war he served as public member of the San Francisco War Labor Board.

Mary H. Snyder studied at Indiana, New York, and Columbia Universities. She was with General Foods for 15 years, in headquarters personnel and in field sales personnel in the Birdseye-Snyder Division. She has been with the St. Petersburg Times, Florida, for 4 years. Miss Snyder is a member and past-president of the New York Personnel Club, the Newspaper Personnel Relations Association, and formerly was a member of the N.Y. Personnel Management Association and the National Association of Training Directors.

Robert Gunning directs Robert Gunning Associates at Blacklick, Ohio, having organized the firm in 1944 after 14 years in the publication and educational field. He invented the "Fog Index" for measuring reading difficulty: the Index appears in his book "The Technique of Clear Writing", published by McGraw-Hill in 1952. Mr. Gunning's firm has worked with more than 50 newspapers and magazines, and with many

(Continued on page 351)

Just Looking, Thank You

HMI Annual Workshop

One of the hardest-working groups we know in the field of employee communications is the House Magazine Institute of New York City. Your reporter was a guest at their 3rd annual day-long workshop held at the Hotel Roosevelt in New York December 10. They worked there, hearing experienced editors tell how to make employee publications most effective, asking questions, discussing special problems with their fellow editors. They work at their monthly meetings, which are planned to feed members as much usable information as possible in the allotted time, as we know from having attended some of them. Of course there is plenty of sociability and fun too. Altogether, if we were a house organ editor working in or close to the big city, this is a group we'd want to join, and we don't believe we'd have any trouble getting our management to foot the bill.

The morning workshop session was split into two groups. Group 2 was addressed by John A. Riegel, executive attorney for General Foods, who spoke of the right of privacy. The topic is of great interest to all editors who use pictures of people, because they must always get a release from the person pictured or run the risk of getting into trouble over unauthorized use. Mr. Riegel said that his company insists on having a form of consent signed by all adults pictured in company publications, and by the parents or guardians of minors. The consent involves a "valuable consideration", which generally means the payment of a dollar.

Some hearers felt that such extreme caution is not necessary when printing employees' pictures; that the occasional bit of trouble which may arise is less burdensome than securing releases and

making the token payments. However, one editor mentioned that, while he does not always get releases, he is careful to do so if he sees any reason why the person pictured might object to publication. For example, some prankster might as a gag send in a picture of an employee making a face, or in a costume that didn't put the subject in the most favorable light. In such a case, the editor would make sure that the employee knew he had the picture, and that it was all right to use it. News pictures may be published by newspapers and magazines with more abandon. But the house organ could be considered an advertising or promotion medium and editors must avoid using pictures "with selfish interest" without consent.

Nicholas Samstag, an ex-advertising agency man who has been with *Time* for fifteen years, was the luncheon speaker. One of his first statements was that the purpose of an employee magazine is not so much communication as promotion—that management expects the house organ to do a job that's worth more than its cost. This fundamental fact was stressed in various ways by other speakers and might be called the day's keynote.

The personnel manager and house organ editor, Mr. Samstag said, are at the "power crossroad where management and employee meet". He recognizes certain difficulties in the jobs, particularly that of serving several bosses. But, he said, when you acquire two or three bosses instead of only one, you're on your way up the ladder; as long as you have only one boss, you're licked, you're under his thumb. The speaker admonished editors to take care to have their messages understood. He cited several instances in which careful statements were interpreted in unexpected ways by readers.

In the afternoon, members chose which

of six group meetings they would attend. There were meetings concerned with general manufacturing, food, petroleum and chemicals, banking and insurance, retailing and merchandising, and transportation. Slipping out of our own meeting early—general manufacturing, under Allen P. Crawford, editor at the Edgewater Assembly Plant of the Ford Motor Company—we looked in on several other group sessions and saw that all were well attended and intent on the subject in hand.

One panel member was a General Electric man, Paul Andrews, who mentioned that the G. E. employee publication for Schenectady alone costs the company \$250,000 a year. The management definitely expects the publication to do the company at least that much traceable good. So the magazine concentrates from month to month on specific projects. For example, at one time a great many tags were being lost from steel rods as they traveled through the plant from work station to station, so that no one could tell what had been done to the rods and what remained to be done. This resulted in a great deal of costly waste. The house publication gave full attention to the tag situation for three months, and reduced the loss of tags from 22% to 2%.

Mae D. Aucello, advertising manager of the Suburban Propane Gas Corporation at Whippany, N. J., was chairman of this year's HMI workshop. Several other ladies also took an active part in the proceedings, and we should say that about half of those attending were of the fair sex. Roger P. Fox of Hill and Knowlton, Inc. is president of HMI. The secretary-treasurer is Beth A. Foster of Frank G. Shattuck Company, 58 West 23rd St., New York 10.

HARRISON TERRELL

Notes on Two Training Programs

Thanks to Nelson Pleasanton of The

Bullard Company, Bridgeport, Conn., for telling us of his company's training course for foremen, supervisors and engineers. The course was developed by the company and the University of Bridgeport, and sessions were held last Spring at the University. Of 176 supervisors eligible to participate in the voluntary program, 173 signed up. Each "student" attended a "class" one evening a week for nine weeks, each session being devoted to a different subject. The classes averaged 29 persons. A supplemental Fall conference was put on to train the people in human relations and company policies and practices.

* * *

From Frank Canfield, personnel director of Tennessee Dairies, Inc., Dallas, comes a story by Bob Herz about a sales training program put on for Foremost Dairies by trainers Rex Smith in San Francisco and Roland Cleveland in the Southwest. First step in the program is to call plant managers or their representatives into regional offices for an intensive 2-day conference: these men then return to their own offices and conduct the program in the various locations. The course, for driver-salesmen, consists of six hour-and-a-half sessions, with no more than 15 men in any group. It is built around five Elmer Wheeler (the apostle of sizzle) principles of salesmanship. An interesting feature is that each trainee must get up on his feet and talk for not more than two minutes at each of the six weekly meetings. At each meeting, too, the salemen vote on which one of them made the best report: the winner gets a shiny new silver dollar to show his family and friends. The trainer grades all of the men for every session. All who have made an earnest effort are "graduated" with appropriate fanfare. Frank Canfield tells us he considers the program highly successful; when the course is completed, the trainees often ask when the next one will start.

Today's Management Calls for Liberal Education

Under the heading "Executives wanted; a Dilemma", F. W. Barsalou, Assistant Professor of Business Administration at the University of Notre Dame, sends us a paper on the theme of recent articles by John L. McCaffrey and James A. Drain.

"The present shortage of managerial talent," Dr. Barsalou writes, "is evidence of the conflict between our almost fanatic desire to specialize, and the *need* to develop, at least in a few persons destined for business leadership, a range of broad understandings.

"Historically, as the business unit grew in size and complexity, the range of understanding of potential managerial people narrowed as they tended to 'learn more and more about less and less.' So, the supply of qualified managers has not kept pace with the technical and organizational development in industry. This is the dilemma.

"The solution of the dilemma depends, for the most part, upon recognition of the problem by those who demand top management personnel and those responsible for its supply. It is safe to assume that should industry show a willingness to hire men of liberal educational background, the institutions equipped to provide them would react favorably to such a stimulus.

"In some recent cases, industry recruiters have shown an interest in talking to graduates of liberal arts colleges. They have had the courage and the insight to recognize that their old selection policies were in part responsible for the production of young men with too narrow horizons and are now ready to do something about it.

"I am not suggesting that the need for specialists no longer exists; in fact, they are needed in even greater numbers. It is quite evident, however, that good business

leaders are not available in sufficient supply from the ranks of the specialists. They will be forthcoming when industry accepts, on a more widespread basis, the idea that the average accountant, engineer, chemist or almost any other highly-specialized individual has been so concerned with mastering his own specialty that he has not had the time, interest and perhaps the capacity to understand the broader problems which confront executives of modern, large-scale enterprise."

Going Visiting

A bow to William A. Brice of Chicago, who supervises a group of engineers with the Illinois Bell Telephone Company, for his friendly words of appreciation. "Your magazine," he says, "is stimulating and helpful in my day-to-day work. I do not read all articles but usually find one or more that demand my attention. Many items in *Editor to Reader* are pertinent to my needs . . . usually sufficiently concise . . . not corny."

* * *

An employee guide, called *Know the Ropes*, was briefly mentioned in July-August. W. G. Reynolds, Jr., director of personnel for Southern States Cooperative, Richmond 13, Virginia, tells us that, as a result, he received "a large number of requests for the booklet from all over the country, which I feel is a real tribute to the number of people who must read your magazine from cover to cover". It's true that our readers usually find what interests them in the magazine—which goes for the paid advertising, too. One advertiser recently "testified" that he received about 300 replies to his half-page ad. By the way, if you respond to a PJ ad it will help if you mention that you saw it in this magazine.

* * *

Are you sometimes in the mood for some philosophic thinking about the personnel function? Ralph P. Kreuter, Box 472,

Sheboygan, Wisconsin, has reduced personnel objectives to a "simple equation" that's a honey. "It's surprising," he says, "how much such an equation can clarify both personnel concepts and words." We're sure he will be glad to send you a copy.

* * *

A. L. Crossland, personnel superintendent at the Maitland, Ontario, plant of the Du Pont Company of Canada Limited, writes: "May I suggest that the 'spelling test' in your November issue is not a spelling test but rather a test in observation and reading ability?" Another reader thought it was more in the nature of a test for proof-readers. Well, anyway, it was fun, wasn't it?

* * *

The article by John Hennig in PJ for June has been included in a library list of "Outstanding Magazine Articles". Robert R. Bruce, at the Supervisory Library, Brooklyn Naval Base, wrote us about it. Dr. Hennig's article was on "The Personnel Function of a Company Library". Mr. Bruce agrees with another critic that library magazines should be bound. He says: "We have found that most of our magazines have an active life of at least ten years. During that period they are in frequent use by library staff members and library patrons. Much of this use takes place outside the library . . . even strongly-bound volumes show unmistakable signs of wear in a relatively short time. Unbound copies simply fall to pieces. . . . However, not all magazines in a company library should be bound. Only those that are directly related to some phase of the company's work should be so preserved, and preference should be given to the magazines included in the printed indexes."

* * *

R. A. Reeves, employment officer for The American Legion, Department of Illinois, Chicago, refers to the article by Harry

Seligson and Don Brooks on "The Employment Interview as Seen by Job Applicants" in our September issue. "I am well aware that many unskilled interviewers are found in, and even head, personnel departments; but I wonder how the author reconciles his statement: 'The employment interview is a two-way exchange between company and applicant,' with the later statement (in referring to fringe benefits, etc.) 'It is not up to the applicant to worm this information out of the interviewer.' Since the applicant should be as interested in finding just the right job as the employer is in finding just the right applicant—I think the applicant should ask at least a few intelligent questions. If he does not, I for one could not blame even a good interviewer for failing to bore the applicant with details in which he evidences little or no interest. I think it would be most interesting to find out what impression the four job applicants made on the various personnel departments. My guess would be that the impressions would not be too flattering."

We Use Seven Guides

(Continued from page 328)

In conclusion let me repeat that we feel training is an individual matter. We don't bring our people in as a group and give them the same "shot" and expect them all to be cured. We do have group meetings where we spend time on the basic problems of supervision and leadership. But once the underlying ideas are accepted, we spend our time helping the man as an individual to grow to the peak of his ability. We spend time to find out what kind of an individual he is. Skillful job descriptions show what our obligations are in training him for better jobs in the future.

BOOKS

REASONABLE GOALS IN INDUSTRIAL RELATIONS. By Alexander R. Heron. Stanford University Press, Stanford, California, 1954. 159 pages. \$3.00.

This is a book for stretching the mind and the imagination. In it we are frequently reminded of the thesis of "No Sale, No Job" by the same author, published earlier by Harper, and reviewed in the April 1954 P.J. However, the "reasonable goals" of those concerned with industrial relations, of which labor relations are a part, go far beyond the thesis of the earlier book—getting the job done, so that profitable sales can be made, so that there will continue to be jobs from which workers may derive wages and other satisfactions.

"This field of industrial relations," says Mr. Heron, "is as wide as the field of enterprise itself." Again he says; "Particularly, I should like to emphasize the fact that an expert job of collective bargaining will never make up for the failure to manage a business in such a way that it provides good and satisfactory employment opportunities. The best possible protection of job security in a union contract is poor protection, or no protection at all, unless the management with whom the contract is made is managing the enterprise in such a way that it is continuous and prosperous and has need of employees." At least twice in the book he quotes the late Samuel Gompers as saying: "The greatest crime an employer can perpetrate on his employees is to fail to operate at a profit."

The book closely follows the verbatim transcript of five lectures at Reed College, Portland, Oregon. The five lectures were on the scope of industrial relations, the goals of the enterprise as a whole, and the economic, political and social goals of the

group. Because the composition of the audience changed considerably from lecture to lecture, Mr. Heron repeated thoughts occasionally and summarized as he went along. Toward the end he admits, "I am conscious that this has been a slightly disorganized series of lectures, but I am rather glad of it. It may have brought things to you that will cause you to question your judgments, my opinions, and the opinions of other people as to what these factors in industrial relations will produce. I hope that it will help you to think through to a temperate and balanced attitude toward the parties involved in industrial relations."

Few books on business contain so many passages that could be quoted to good effect out of context, and that could furnish jumping off places for hours of rewarding thought and discussion. It is warmly recommended.

H. M. T.

DEVELOPING MANAGEMENT ABILITY. By Earl G. Planty and Thomas Freeston. The Ronald Press Company, New York. 1954. 447 pages.

What kind of book is this? *Developing Management Ability* is composed of 600 questions and answers, grouped into chapters. The questions were asked of the authors at conferences and lectures, in their offices, over the phone and by mail. The book is well indexed and arranged and makes a very convenient reference book for training directors and personnel managers.

What new material is presented? The Guided Experience Method of training, developed by the authors, is described. The essence of the plan is guidance on the job by the trainee's superior. The superior is to decide upon a major weakness to be corrected

in the employee. He then reviews the effects of the weakness, decides what is causing it, and plans remedial experiences for the learner.

How effective is this method? With truly concerned, alert, and sympathetic leaders, the method could obviously be most rewarding. Such individuals, however, are very likely to apply the idea consciously or unconsciously anyway. It seems certain that the plan, properly used, cannot fail to develop the leader, and make him a better boss. Certain dangers suggest themselves. What if the leader decides on a weakness which does not exist and ignores one which does? What if the learner has no serious weakness? What about the weaknesses of the leader? The authors say "... it is generally true that a superior may develop a good subordinate to a point where he is better than the superior himself. . . ." This idea seems to me so explosive that it positively crackles. The overtones of Buchmanism about Guided Experience carry their own warning. The examples given of the idea in action, however, make it sound like a good plan.

Who are the authors? Earl G. Planty is executive counselor, at Johnson and Johnson, and J. Thomas Freeston is personnel director for Ethicon, Inc.

DOROTHY BONNELL

WORKMEN'S COMPENSATION. By Merman Miles Somers and Anne Ramsay Somers. John Wiley and Sons, New York, 1954. 341 pages. \$6.50.

Until the publication of this volume there was no guide to the complex maze of the oldest of our social security programs. The authors have mapped the field clearly and in detail. Their objective analysis should (and one can only hope, will) be invaluable in charting new courses in social security. Motivation, history, scope, administration, and the future of workmen's compensation are described.

Theoretically, workmen's compensation should be provided at a minimum social cost. The goal should be to avoid human, industrial, and financial waste by means of 1) accident prevention, 2) manpower rehabilitation, 3) elimination of expensive litigation, and 4) equitable allocation of the unavoidable costs. The evidence demonstrates, say the Somers, that workmen's compensation does not now meet these criteria satisfactorily. There is considerable disorder and overlap in the present social security system, but human needs have not been overlooked in the muddle. The book lists ten other programs which help injured workers or their families.

The problem of overlap is a serious one and must be dealt with soon. The modern definition of occupational disability differs considerably from that used when the first workmen's compensation programs were considered. The tendency now is to include the workers' 24-hour environment when studying injuries.

The possibilities of rehabilitation are carefully presented in the book. The present program, according to the Somers, fails to take adequate advantage of the modern miracle of rehabilitation, which could return the worker as an economic asset rather than a liability. The book points out that at present workmen's compensation costs American employers \$1.3 billion a year, but "in proportion to the benefits derived by their employees, the burden on employers seems excessive."

Dr. Somers, who is chairman of the department of political science at Haverford College, has been with the Wisconsin Department of Public Welfare, the National Resources Planning Board, the Committee on Social Security of the Social Science Research Council, and the Office of War Mobilization and Reconversion. Mrs. Somers was with the U. S. Department of Labor for four years as a labor economist and has contributed frequently to leading journals.

DOROTHY BONNELL

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

PROPOSED HOSTILITY AND PHARISAIC-VIRTUE SCALES FOR THE MMPI. By Walter W. Cook, University of Minnesota, and Donald M. Medley, Indiana University. *The Journal of Applied Psychology*, Vol. 38, No. 6, December, 1954, 414-418.

People who are using the *Minnesota Multiphasic Personality Inventory* (MMPI) may wish to consult this article. Two sets of 50 items each were selected from the group form of the MMPI. The Ho (Hostility) scale reveals a type of individual characterized by a dislike for and distrust of others. The Pv (Pharisaic-virtue) scale reveals a type of person who describes himself as preoccupied with morality and beset with fears and tensions.

The lists of the items included in each scale are given in tables in this article and a key could easily be made for either of the scales. The authors have presented the material in this way, so that it will be possible for users of the test to experiment with these proposed scales.

It is hoped that these scales will prove valuable in selecting personnel who must deal with the public, or who must work harmoniously and effectively with a group.

PERMANENCE OF STRONG VOCATIONAL INTEREST BLANK SCORES. By Kalmer E. Stordahl, University of Minnesota. *The Journal of Applied Psychology*, Vol. 38, No. 6, December, 1954, 423-427.

If a counselor is using an interest test to help young people make vocational and educational choices he is concerned to know how permanent these interests are. If a young man moves from one kind of environment to another, will his interests remain the same?

An unusual opportunity to shed some light on this question was provided in Min-

nesota. In 1949 about 3500 senior boys completed the Strong blank as part of the statewide testing program. In 1951 it was found that 331 of these boys were attending the University of Minnesota. Of these students, 181 of them took the Strong test a second time. Seventy of the boys were from high schools in cities of less than 20,000, and 111 were from metropolitan high schools in and around Minneapolis.

The tests and retests were scored on all 47 scales. The results were compared in various ways to estimate the stability of the scores over the two-year period. The methods used included: permanence of mean scores, test-retest correlation, permanence of letter grade scores, permanence of interest patterns, and stability of individual profiles.

While the relationship was far from perfect, there was a substantial agreement between the tests and retests. The comparison of interest patterns was significant and indicated that the counselor can place considerable confidence in primary patterns. There was no difference between metropolitan and non-metropolitan boys with respect to permanence of Strong scores.

ADOLESCENT VOCATIONAL INTERESTS AND LATER OCCUPATION. By Phyllis Rosenberg Levine, Jewish Vocational Service, Cleveland, and Richard Wallen, Western Reserve University. *The Journal of Applied Psychology*, Vol. 38, No. 6, December, 1954, 428-431.

This article reports a follow-up study of eleventh and twelfth grade boys who came to the Jewish Vocational Service in Cleveland during the years 1943, 1944 and 1945. The object was to determine whether a relationship existed between scores on the Kuder Preference Record at the time of counseling and the occupation followed in 1952.

Questionnaires were sent to the 215 men who had been tested in 1943-45 asking for information on amount of education, data about present occupation and length of time it had been engaged in. The questionnaires also included four items dealing with job satisfaction.

Usable information about current occupation was received from 117 of those on the mailing list. This group was compared with the group who did not respond and no significant differences between the groups were found in age, intelligence or mean scores on the Kuder Preference Record scales.

For six of the Kuder interest areas, men currently engaged in related occupations made significantly higher scores seven to nine years ago than did men engaged in unrelated occupations. The artistic, musical, and social service interest areas did not yield clear-cut results, probably because of the inadequacies of the sample.

This would seem to indicate that interests measured by the Kuder test in adolescence are positively related to the occupation engaged in seven to nine years later.

SOCIO-PSYCHOLOGICAL FACTORS IN INDUSTRIAL MORALE. III. RELATION OF AGE TO MORALE. By Raymond E. Bernberg, Los Angeles State College. *Personnel Psychology*, Vol. 7, No. 3, Autumn, 1954, 395-399.

The question which this study tries to answer is: "Are there differences in morale scores of individuals and/or groups attributable to differences in their ages?"

D. E. Super in an article published in the *Journal of Applied Psychology* in 1939 suggested that there was a cyclical relationship between age and job satisfaction. Higher percentages of satisfaction existed in groups aged 20-24, 35-44, and 55-64, lower percentages in groups aged 25-34 and 45-54.

Other studies have suggested that the real relationship is not between age and morale but rather between length of service in a given company and morale. In this

study, therefore, the length of service was controlled by the analysis of covariance method.

The author used as subjects 890 hourly-paid employees of an aircraft plant. The subjects were divided into nine age ranges, with approximately 100 in each group. Two measures of morale were used: a group morale test, and an attitude test of the conventional type. Both of these measures indicated that the older workers had significantly higher morale scores than younger workers, when the factor of length of service was controlled.

The older worker does appear to be desirable from the standpoint of stability and morale, even when he is not an "old employee" of the company.

About the Authors

(Continued from page 343)

companies, training their writers to write more readably and clearer. His college is Ohio State, class of 1930.

Alan A. McLean, M.D., since 1952 has been intermittently a Carnegie Fellow in Industrial Psychiatry at Cornell University. His pre-medical education was at the University of Washington and New York University. Dr. McLean was Clinical Instructor in Psychiatry at the University of Oregon School of Medicine in 1952. He was in the Navy and the Public Health Service as a psychiatrist for 3½ years. He is now in the Medical Department of the American Cyanamid Company, New York City.

F. W. Barsalou, quoted on page 346 of this issue, is now employed at the University of Notre Dame as an Assistant Professor of Business Administration. He took his Ph.D. at the University of Southern California; lectured there one semester, and was an instructor at the University of Nevada for 2½ years. In business, he was associated with the Standard Oil Company of California and with the Bill Jack Scientific Instrument Company.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE HOUSTON PERSONNEL ASSOCIATION heard General Omar Bradley talk on "Hiring Handicapped People" in September. Speakers at other meetings this fall included J. M. Parish, chief engineer for the Dow Chemical Company at Freeport, Texas, who spoke on "Here's How at Dow;" Albert C. Beeson, of the National Labor Relations Board, whose subject was the "NLRB Today;" and Richard R. Crow, assistant manager of industrial relations, Continental Oil Company, who asked, "Does Your Brass Need Polishing?" Officers for 1955 are: president, Max E. Stansbury, Continental Oil Company, Houston; John H. Fry, vice president; Evelyn S. Husted, First National Bank, Houston, secretary; and Victor W. Snell, Superior Oil Company, Houston, treasurer.

THE APPLETON PERSONNEL ASSOCIATION, of Appleton, Wisconsin, considered interviewing techniques under the guidance of T. H. Hartman at the November meeting. Mr. Hartman is personnel director of the Aid Association for Lutherans. Officers of the association are W. Robert Wilson, president; C. H. Schultz, vice president; Donald Rine, treasurer, and Douglas L. Robertson, editor of the *News Bulletin*. The *Bulletin* for November quoted the following note from the *Industrial Relations News*, about a survey of company policy on garnishments: "This survey conducted by the Employers Association of Detroit covered 88 firms, large and small, in the Detroit area. It revealed that considerably less than half, only 30, companies discharge employees for garnishment, and only five of them do so the first time the employee's pay is garnished. In six cases, two garnishments

are considered sufficient for discharge; in three cases, five; and one company does not discharge a man until his pay has been garnished six times. Another group of companies penalize the delinquent by a layoff ranging from one to ten days. Only 18 of the companies surveyed had a written policy on garnishment."

THE COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION circulates the *CUPA News* among its members. The editor is Frank A. Ives of the University of Oklahoma. *The News* carries items on changes in staff and salary at various universities, general personnel information and advice, some written by members, some quoted from various publications, and news of association activities, committee work, and conferences. A recent issue reports on orientation meetings. Orientation meetings are held on the Berkeley Campus of the University of California. Planned by the personnel office, these meetings, a series of four, are designed to acquaint employees with the purposes of the University and some of the personalities who are guiding it. The program consists of a talk by the president on his job; a talk by the chancellor on the grievance procedure, a film about the university, and a talk on personnel administration.

Over one hundred new staff members who joined the University of Indiana staff on the Bloomington campus were extended a welcome to the University in orientation meetings held this fall. Featured was a motion picture on Indiana. The University of Oklahoma's regular orientation course for new office and clerical employees was attended by more than 50 persons. Subjects

discussed included university organization, university business forms and procedures, office practices and personnel policies. Discussions were led by the personnel director and faculty members.

Officers of the Association for 1955 are: L. H. Glander, director of personnel, Michigan State College, president; Charles Hoff, vice president of the University of Omaha, vice president; Diedrich K. Willers, personnel director, Cornell University, vice president; Frank Ives, director of personnel and placement, University of Oklahoma, vice president; and M. S. Hendrickson, director of staff personnel, University of Colorado, secretary-treasurer.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION heard about applied social science research at the November meeting. The speakers were Bertrand Klass, manager, applied social science research, Stanford Research Institute, and George Ebey, senior personnel and training analyst of the Institute. Jack Frost, staff member of the engineering department, C&H Sugar Refinery, talked about "Why Should I Improve My Job" at the October meeting. He presented the introductory session of a work simplification program prepared by himself and the education committee of the San Francisco-Oakland Chapter of the American Institute of Industrial Engineers. He emphasized the *why* part of his subject, including the *why* of healthy attitudes and its relationship to psychological drives. All of his points were illustrated on a flannel board. He closed his remarks with, "The main thing is—start thinking about your jobs in terms of value and cost. Start distinguishing between waste cost and value cost. . . ."

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES discussed the Fortune article, "The Fallacies of Personality Testing," at the October meeting. Al Blackman, manager of per-

sonnel relations, Fluor, the only member of the panel without a personality testing program, began the discussion by raising the questions: "Have the personality tests themselves been tested? Are they valid?" He felt, as did Fortune, that the tests are based on assumption and tend to go along with those individuals who supply the middle-of-the-road answers. Before adopting personality testing, he said, it should be determined if it actually will help select better applicants. Don Nogle, personnel technician, Grayson Controls, discussed the mathematics of personality testing in relation to aptitude intelligence tests. Although, he pointed out, there are people in large organizations with good aptitude and intelligence, some of these succeed while others do not. Why? Undoubtedly, he stated, there is a reason not yet understood. Personality could be the answer. Gene Hassett, past president of PIRA and personnel manager of Sears, answered some of the statements made in the Fortune article about the Sears' program. Although all management personnel have been tested, the results have not been used to transfer a member of the organization. Sears is using the tests to bring out factors overlooked in interviewing, with full awareness that testing will not uncover everything. Frank Glasgow, employee relations manager, Safeway Stores, said that psychology is not an exact science, thus testing cannot give an exact answer. Fortune, he stressed, went on the assumption that a person was accepted or rejected almost entirely on test results. Obviously, the presidents tested by Fortune were selected for their positions for reasons other than those brought out by the tests. The meeting ended on this note: "Who is to say who is right or wrong. If you have faith in the tests, use them. If not, stay away."

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION has also been thinking about testing. Psychological testing, when

properly applied, can be a useful tool for predicting job success in industry, according to Dr. Charles Lawshe, professor of psychology at Purdue University. He was guest speaker at the November meeting. The whole field of psychological tests has been a subject of controversy for many years, he said. He referred to the Fortune article, too. Dr. Lawshe believes much of the confusion that exists regarding the use of tests comes from the failure of management and personnel people to discriminate clearly among the three functions that tests can and do serve. These functions are: 1) To evaluate competence; 2) To predict the quality of job performance that can be expected in the future; 3) To analyze personality. "Good professional practice requires that job performance tests be validated in the specific business or industry situation. Some measure of job success must be used and statistical evidence must be accumulated to determine how well, if at all, the tests predict job success. Personality tests must be considered as one form of evidence, along with extensive interview information, biographical data, reactions of others, etc. In this connection, the use of test data is analogous to the use of blood pressure data by a doctor who is making a diagnosis. Such a test should be undertaken only by a highly-trained psychologist."

THE KANSAS CITY SOCIETY OF TRAINING DIRECTORS, Kansas City, Missouri, held its annual training conference on December 2. The conference consisted of an all-day work session with two general themes, industrial training and retail sales training. Outstanding training specialists imported for the conference were Miss Frances Bowden, training director for Nieman Marcus of Dallas, and Cloyd Steinmetz of Louisville, Kentucky. Local participants included Karl Koerper, president, Kansas City Chamber of Commerce; Oscar Nelson, president, Butler Manufacturing Company; John Herring, Kansas City Adult Educational Associa-

tion; R. L. Gray, executive vice president, Armco Steel Corporation; Paul Connor, president, Western Auto Supply Company; and Herbert Wilson, president, Emery-Bird-Thayer Corporation.

THE TRAINING DIRECTORS SOCIETY OF PHILADELPHIA talked over problems of first-line supervision at the November meeting. Patrick C. Farbro, manager of personnel research, and Charles Boylan, assistant to the manager of training of the Radio Corporation of America, told how they had developed a company-wide training program for first-line supervisors. There were three main points in the plan. 1) First line supervisors were to be surveyed regarding the training needs of new supervisors. 2) A training committee was to develop the program. 3) Managers would then discuss the plan. Three areas were found to be most important: 1) the need to feel secure, 2) need to know what the people do, what their jobs are; and 3) need to know how to work with people. To gain acceptance a planning committee of four, selected from the plants, was appointed. A manual was developed. The committee decided that the program should have teeth, be standardized, be given immediately after appointment, provide only basic information, be written in such a way as to be given to one man or 12, take only two full days, and should cover the plant, organization policies, job supervision, training, union contract, relations with people. James H. Mullen, school of business and public administration, Temple University, described an attitude survey. The purpose of the survey was: to provide methods of assessing morale; to locate causes of dissatisfaction; appraise company policies; provide a referendum on company plans; check efficiency of supervision; assess training needs. The survey indicated that there were a number of areas in which supervisory and management relationships were unsatisfactory, including the supervisors' methods of criticizing performance;

how well employees are kept informed as to their progress on the job; job instruction methods; attention given to suggestions; willingness to discuss job problems; communication; participation in management. Claire L. Lyon, employee relations manager, Scott Paper Company, reported on a survey of the types of training preferred by

supervisors: 1st choice—regular informal meetings between supervisors and other levels of management to discuss current plant problems; 2nd choice—lectures; 3rd choice—training conferences; 4th choice—"What're We Doing" presentation; 5th choice—irregularly scheduled conferences by experts; 6th—outside letter service.

Attending the Conferences and Courses

USING ATTITUDE SURVEYS TO DETERMINE TRAINING NEEDS was the subject of an address by Douglas Williams at the *Cornell University Conference*, fourth annual Institute for Training Specialists. The conference was held in Ithaca in July. Mr. Williams defined an employee survey as the first step toward action. A survey, he said, is not just an audit to register the degree of people's satisfaction or dissatisfaction with their jobs. Neither is it merely an opportunity to answer a management's curiosity about employee thinking on a number of subjects. Rather, the purpose of an employee study is to learn what can be done, of a practical nature, so that the people will be enabled to and will want to work at the top of their effort—and stay and develop with the company. Surveys may be conducted by means of personal interviews and/or questionnaires. The interviews should be conducted by experts who are well qualified to interpret what they hear. The interviews often point directly to the type of remedial action called for. If possible, the survey should cover the entire company from top to bottom. Findings that can be gathered from the management, supervisory, staff, office, plant and sales people, each have their own significance. Findings from one group throw light on and help explain the attitudes of another. A survey can help management determine what kinds of training to use, because it shows where the greatest weaknesses and dissatisfactions lie. One of the real benefits from the survey is that the supervisors feel that they have contributed

to the development program—as in reality they have. The attitude survey also helps determine psychological training needs, as well as revealing what skills and information employees need in order to do their jobs better.

THE IMPORTANCE OF ATTITUDES IN INDUSTRIAL RELATIONS was discussed by Dr. Ross Stagner, of the Institute of Labor and Industrial Relations, University of Illinois, at the *sixth annual industrial relations conference*, conducted by the industrial relations center of McGill University. The conference was held in April. Dr. Stagner made three points about attitudes. First, he said that attitudes in a plant show how the worker-management relationship is getting along. Second, the nature of these attitudes will predict the future of labor-management relationships in this establishment. Third, attitudes cannot be changed just by wanting to do so. Attitudes can be changed by planning, by understanding the motives and perceptions of workers, by providing satisfactions, by giving information, by increasing participation. In other words, he concluded, good management produces good attitudes. If the attitudinal situation is poor, something must be wrong with management policy or its execution.

In an address on personnel administration, Dr. Neil W. Chamberlain, assistant director of the labor and management center at Yale, said that he suspects most firms today are in the horseless-carriage stage of personnel administration. The advent of

collective bargaining has forced some changes in old practices, but the genuine reconstruction—the new design—has yet to emerge and win acceptance. He suggested that businesses would be well repaid if they were to support a modest research program, designed to study the organizational changes which are suggested by some of the changes occurring on broader social fronts. Dr. Chamberlain also suggested that companies would benefit if an impartial editor could be appointed to improve written communications. Such an editor, he said, should be chosen jointly by union and management, and serve at their joint pleasure. A free press in industry, he pointed out, might help to improve the attitudinal climate by relieving employees of fears founded on suspicion and ignorance, by increasing the sense of common interest, by improving the understanding of what the joint operation is all about.

MEASUREMENT OF PERSONAL AND OCCUPATIONAL EFFECTIVENESS will be possible soon, according to Donald W. MacKinnon of the institute of personality assessment and research, the University of California. Dr. MacKinnon described new techniques for the measurement of personal and occupational effectiveness at the *eighth annual conference of the College and University Personnel Association*, which was held at Berkeley in August. He has found that originality is associated with a preference for complexity in experience, with scope and complexity of personality structure, with independence of judgment, with dominance and self-assertion, and with rejection of suppression as a way to control impulse. He described some of the tests by which effectiveness can be measured.

J. Herman Mattson, training coordinator, Ford Motor Company, Richmond, California, talked about supervisory training. He concluded that every supervisor must be an instructor, a psychologist, a job improvement specialist, and a manager.

IN-PLANT COMMUNICATIONS was the subject of a summer seminar for practitioners held at Cornell under the auspices of the *New York State School of Industrial and Labor Relations*. Wayne L. Hodges was the professor in charge. The seminar was one of seven independent, non-credit, one-week seminars and workshops. Next summer the tentative program of one-week sessions will include problem-solving conferences; personnel selection and placement; in-plant communication; employment stabilization problems; selection and appraisal of management personnel; health, welfare, and pension plans; community relations; and research techniques in personnel administration.

Mr. Hodges in the opening session of the in-plant communications seminar last summer pointed out that in all of management's communication it makes sense to start with what concerns employees. Industrial editing is fundamentally a problem of meshing the company's interests with reader interests, of combining readership with usefulness to management, of dovetailing what management wants employees to read with what the employees want to read. Effective communication in its broadest sense includes good performance. The purposes of a company communication program should be to improve morale and ultimately to improve production and increase profits; to increase employee identification with the company; to give the employees information which they should have for their better performance and their better appreciation of management's economic problems, philosophy, policies, and objectives.

Other topics discussed at the seminar included communication policy, presented by Daniel Rochford, advisor, management-employee communications, Standard Oil Company of New Jersey; direct or situational communication, presented by John W. Cogswell, employee information manager, American Telephone and Telegraph

Company; evaluating the communications program, presented by William H. Collins, director of advertising, Dravo Corporation; and communications media, presented by John A. Jones, director, publications and publicity, Weirton Steel Company. The case method of presentation was used, and the lively give and take of opinions and ideas on the part of participants as recorded in the proceedings of the seminar makes it clear that everyone was contributing and learning a lot.

THE INSTITUTE OF MANAGEMENT AND LABOR RELATIONS AT RUTGERS UNIVERSITY in New Jersey, strives to promote harmony and co-operation between management and labor, and greater understanding of industrial and labor relations. The institute conducts courses, lectures, film forums, conferences, and demonstrations for labor, management, and public groups at convenient locations throughout the state. It also makes research reports on studies of labor-management relations in New Jersey. There are three teaching programs: the management program, which conducts conferences, studies and other educational programs for management personnel; the labor program, which holds all kinds of educational activi-

ties for union members; and the public program, which sponsors classes, forums and discussions for the general public.

A COURSE IN EXECUTIVE COMMUNICATION was started January 24 by the *American Management Association* at the Sheraton Astor Hotel in New York. The three-week program was planned by the association because of requests from executives for help with their communications problems. The course is designed for men who need communications skills of a high order. Its purpose is to help executives improve their ability to identify and clarify ideas, secure participation, transmit ideas and decisions, motivate others, and measure the effect of communication. A full-time staff with experience in industrial communications and management development conducts the course. Together with outside guest speakers, they present current thinking and successful experience in the field, using demonstrations, visual aids and exhibits. Registrants practice communication in staff-directed conferences. Frank E. Fischer, formerly training director, Johnson and Johnson, New Brunswick, N. J., directs the course.

What's New in Publications

THERE ARE THREE MAJOR WAYS TO INCREASE INCOME SECURITY. All three require the existence of a successful unemployment compensation system, says J. W. Garbarino in his booklet, *Guaranteed Wages*. The booklet is a publication of the Institute of Industrial Relations of the University of California at Berkeley. Mr. Garbarino is on the staff of the School of Business Administration and the Institute of Industrial Relations at the University. Topics treated in the publication include income security and unemployment; the nature and extent of unemployment; a look at the past, both at home and abroad; the new look in guaranteed wages; labor's case for guaranteed

wages; management's case against wage guarantees. Mr. Garbarino lists the three choices as follows: 1) to continue the existing tax-supported unemployment compensation program as a way to provide a basic minimum income for a limited period; 2) to continue the existing public program, and to add employer-financed private benefits to public benefits; 3) to continue the existing public system, but with benefits sufficiently liberalized so that this program can offer an effective alternative to private plans. The author concludes that the decision is in the hands of employers and organized labor, with the public playing a major role through the state legislatures. In making

the choice it is important to keep in mind the desired end, income security.

FILM-DISCUSSION PROGRAMS are outlined and listed in a new pamphlet published by the American Economic Foundation. The film discussions are designed for use with company employees in groups of not more than twenty, all from the same work level. The design provides for one-hour discussion periods, preferably on company time. The first part of the session is devoted to showing a short motion picture which explains in simple language certain economic truths and basic ideas. After each film, the discussion leader, who can be a volunteer and of the same work level as the group, takes over with the aid of easel-mounted flip-charts. The programs may be used separately or in series. Ideas like these are em-

phasized: the greatest good for the greatest number means, in its material sense, the greatest goods for the greatest number which, in turn, means the greatest productivity per worker. In our modern exchange economy, all payroll and employment come from customers, and the only worthwhile job security is customer security. Typical program titles are "It's your decision" explaining why high earnings are needed to pay for replacement of tools of production. "Let's Face It" explains that the customer is "boss" and shows the five costs of doing business. "In Our Hands" explains the function of tools and free choice in the American industrial life. Most of the programs are available at \$35 a week. Further information may be obtained from American Economic Foundation, 295 Madison Avenue, New York 17.

Looking Over the Employee Magazines

GENERAL FOODS CORPORATION, 250 North Street, White Plains, New York, publishes the *GF News*, a monthly report for all GF people. The editor is Don Kingsley. Several recent studies and surveys have shown that what employees really seem to want from their house organs is more news about the company. *GF News* editors must have read the reports because the magazine meets the need well. Each issue carries a two-page spread that gives company news, as well as a tribute to the citizen of the month and other news. Earnings are reported in this section. Corporate sales for a six-months period are compared with those for 1953. Net earnings and net sales are also quoted. Another item on the page describes the building of new research laboratories. The news section in another issue headlines that social security benefits have been upped; more will be deducted from pay in '55. Figures are given on employee turnover. Another new plant is described. GF's current position in the food industry is posted in still another issue. Such reporting

should help employees feel they are in the know.

TRANS WORLD AIRLINES' *Skyliner* also emphasizes company news. The newspaper format lends itself well to such reporting. One recent headline reads: nine months net: \$9 million. The story leads off: "TWA completed the first nine months of domestic and international service in 1954 with net earnings of \$9,031,000 after taxes. This is the equivalent of \$2.71 a share." Freight and passenger records are given frequently; new offices are described. Here's policy reporting that strikes an acceptable note: "In the early part of this summer, sky tourist flights were accounting for 55% of TWA's total revenue . . . what does this sky tourist business mean to TWA? Why is it taking over such a big chunk of our operations? Why do we seem to be adding more and more bargain specials while at the same time we keep pushing the extra de luxe Ambassador service with Super Constellations? We have the answers. But now the problem

is to tell them to you without giving a lot of valuable information to competitive ears." The article continues with a detailed account of the policy complete with figures. Ben Nicks is the editor of *Skyliner*, which is issued every Thursday from the Kansas City Office, at 10 Richards Road.

THE SASKATCHEWAN GOVERNMENT INSURANCE OFFICE in its *SGIOpener* tells employees about a new policy on departure gifts. The decision was made by the Head Office Social Fund Committee. This committee apparently administers a fund that pays for social activities, sickness, and other benefits, as well as departure gifts. The committee decided to revise the scale on departure gifts as it was felt that six dollars at the end of six months service was out of line since that is the total amount paid into the Fund for a six months period, and during that period the employee is entitled to all benefits from the fund. The revised scale started with six dollars for twelve months and went up to forty-eight dollars for ninety-six months. The Social Fund sounds to me like an interesting combination. If departure gifts and social activities mean office parties and farewell tributes, and the fund eliminates the customary hat passing, personnel people would do well to study it.

AERO SUPPLY MANUFACTURING COMPANY of Corry, Pennsylvania, has a six-page news sheet called the *Aero-gram*. William S. Eaton is the editor. Two pages of candid snapshots in the November issue show employees hard at work, right on the job, surrounded by the tools of their trade. The headings are, *don't watch the birdie*; and *caution, men and women at work*. Mr. Eaton has proved that the advice so often given to editors to photograph employees at their work and in action, really pays. Company news in the sheet is represented in the same issue with an article describing an agreement be-

tween Aero Supply and V. W. Eckel of Northridge, California, whereby Aero will manufacture a new type of valve. The valve is described, and the agreement is explained.

THE DRAVO CORPORATION and subsidiaries publish the *Dravo Slant*, from editorial offices at Neville Island, Pittsburgh 25. Gar Raines is the editor. The *Dravo Slant* is an eight-page paper using the newspaper style of layout. An expanded health program and the appointment of a new medical director are announced in the November issue. Improved facilities for preventive medicine and for care of injured employees; health counseling; and a more practical working arrangement for evaluating the health of employees are features of the new program.

THE STANDARD OIL COMPANY OF CALIFORNIA in the *Standard Oiler* for October explains in some detail the stock plan and how it operates. A graph helps to clarify the intricacies of high finance. In a well written article the apparent inconsistencies in contributions are accounted for. "In glancing over these financial reports and comparing them against one another, some of our more inquisitive stock plan members occasionally have raised some questions. How come, a few say, there are certain quarters when the company's reported earnings go up, yet the company contributions to the Plan go down? . . . The Company's contribution during the third quarter is based on income during the second quarter. So you can see there's no point in comparing the third quarter contribution with third quarter earnings." Several other questions are raised in this conversational way, and answered informally but carefully. A good example of spiking gripes and rumors effectively. The tone and attitude of the article are well chosen to satisfy the most suspicious. A difficult job, well done. William H. Jones is the editor, with offices at 225 Bush Street, San Francisco 20, California.

HELP WANTED

PERSONNEL ASSISTANT: Steel Company in Southeastern Pennsylvania has outstanding personnel opportunity. Age range 26-32. Prefer M.A. in Psychology with experience in selection. Please submit resumé stating salary requirements. Reply Box 318.

POSITIONS WANTED

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level in New York Metropolitan area. Age 33, veteran, married, 2 children. Present salary \$7,000. Reply Box 310.

ADMIN. ASSISTANT TO INDUSTRIAL RELATIONS DIRECTOR: Male, age 34, Veteran. Married. 2 children. B.A. liberal arts, major economics. 9 years general experience, 6 years personnel representative, Job analyst and Admin. head.—IBM installation. Desire a challenging position with increasing responsibility. Resume on request. Reply Box 313.

PERSONNEL/PUBLIC RELATIONS SUPERVISOR: Leaving military service in January. Degree in Bus. Adm. Broad experience in military personnel and public relations work. Prefer Southeast. Resume on Request. Reply Box 314.

INDUSTRIAL RELATIONS: Experience in personnel administration in metal working plant, supervisory training, college teaching. Want challenging position in Training, Personnel Research, Selection & Placement or Salary & Wage Administration. MS Degree. Age 37. Prefer East. Reply Box 315.

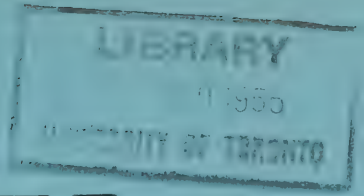
EXPERIENCED PERSONNEL DIRECTOR AND CONSULTANT: Has developed and supervised complete personnel operations of recruitment, selection, employee relations, etc. Has installed wage programs using job evaluation and merit rating. Set up and administered multi-plant supervisory training program including training of conference leaders. Assisted in contract negotiations and labor relations. Constructed and used personnel tests. Conducted employee attitude surveys. Consultant to government on occupational analysis. Training and education includes graduate degree in personnel management. Several publications. Age 35. Reply Box 316.

INDUSTRIAL RELATIONS MANAGER: Presently employed in Pennsylvania. Desires to relocate in the Pacific Northwest or the Mountain States area. Broad experience in management organization and administration, labor relations, employee benefits, salary and wage administration, etc. Thorough background in Atomic Energy regulations and policy. Age 35, married. BA Liberal Arts. Present salary \$10,000. Resumé on request. Reply Box 317.

INDUSTRIAL RELATIONS: B.S. Business Admin. Past 5 years. Personnel and Labor Relations foreign and U.S.A. Presently Chief, Salary and Wage Administrator for major construction firm. Desire responsible, permanent position with manufacturing firm. Will relocate. Veteran, age 29, married. 1 child. Detailed resume on request. Reply Box 319.

PERSONNEL ADMINISTRATION: A woman, at present in a staff position with a major company, desires a more challenging position with a small or medium-size company. 11 years of personnel assignments, following teaching experience, in job testing and counseling, recruiting, exit interviewing, personnel research and program development. Programs developed include employment procedures and programs for new employees, resulting in significant reduction of "quit" rate. M.A. degree plus additional university work for personnel. Mature judgment. Capable of setting up and supervising Personnel Dept., or, in a large firm of assisting. Now located in Chicago area. Will remain in area or relocate. Reply Box 320.

PERSONNEL OR TRAINING DIRECTOR: Currently personnel director national social service organization. Excellent education and experience in multi-unit personnel administration, supervision, human relationships, training. Published writer. Accomplished speaker and discussion leader. Imaginative. Initiative. Man of integrity, honesty, loyalty, potential. Ex-naval officer. Best references. Have reached maximum advancement present employer. Reply Box 321.



PERSONNEL JOURNAL



March, 1955

Volume 33 Number 10

How Our Company Answered
the "Coffee Break" Question

Richard N. Butler

What Is YOUR Decision
As Arbitrator in This Case?

Florence Peterson

What Personnel Men Face
in a South American Jungle

William H. Knowles

There's Danger in Trying to Make
"Every Supervisor a Counselor"

B. J. Speroff

What Employees Want to Know

Wayne K. Kirchner
Jerry Belenker

Which Comes First: Job or Man?

P. L. Mellenbruch

Industrial Relations School Profile

Patricia Maher



A Question of Freedom

Agricultural associations have done much for our nation's farmers, yet no farmer is forced to be a member or pay dues to them unless he so desires.

The American Legion and the Veterans of Foreign Wars have done much for veterans, but former service men and women are not required to join them unless they choose.

Seventeen states have "right-to-work" laws to protect individuals against discrimination, because of either membership or non-membership in a labor organization, in securing or retaining employment.

Clearly the fight against those laws is motivated by the desire of union officials for monopoly control over all employees—to shackle them through compulsory union membership.

So reads an item in the National Association of Manufacturers "Industrial Press Service". The subject is discussed further in *Editor to Reader*, page 363.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 10

Contents for March, 1955

<i>Conference Calendar</i>	362
<i>Editor to Reader</i>	363
<i>Articles</i>	
How Our Company Answered the "Coffee Break" Question Richard N. Butler	366
What Is YOUR Decision as Arbitrator in This Case? Florence Peterson	369
What Personnel Men Face in a South American Jungle William H. Knowles	371
There's Danger in Trying to Make "Every Supervisor a Counselor" B. J. Speroff	376
What Employees Want to Know... Wayne K. Kirchner and Jerry Belenker	378
Which Comes First: Job or Man?..... P. L. Mellenbruch	380
Industrial Relations School Profile..... Patricia Maher	382
<i>Books Reviewed</i>	384
<i>Personnel Research</i> Reviewed by Margaret W. Moore, Ph.D.	387
<i>Across the Editor's Desk</i> Gleanings by Dorothy Bonnell	
With the Local Personnel Associations.....	389
Attending the Conferences and Courses.....	392
What's New in Publications.....	393
Looking Over the Employee Magazines.....	397
<i>About the Authors</i>	379
<i>Help Wanted and Positions Wanted</i>	400

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

MARCH

- 24 Houston, Texas. The Shamrock
National Industrial Conference Board. General Session. National Industrial Conference Board, 247 Park Ave., New York 77, N. Y.
- 24-26 Louisville, Kentucky. Brown Hotel
Newspaper Personnel Relations Assn. 7th Annual Conference. Mr. Cleve Rumble, Louisville Courier-Journal & Times, Louisville, Ky.

APRIL

- 3-7 Chicago, Ill. Conrad Hilton Hotel.
American Personnel & Guidance Association. National Convention. Nancy Wimmer, Publicity Chairman, 57 W. Grand, Chicago 10, Ill.
- 5-6 Minneapolis, Minn.
University of Minnesota. 13th Annual Industrial Relations Conference. Director, Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 11 New Haven, Conn. Strathcona Hall, Yale University.
Connecticut Personnel Association. Annual Conference. Mr. Anthony E. Feil, Vice President, Singer Mfg. Co., 915 Pembroke St., Bridgeport, Conn.
- 11-15 Belleair, Fla. Belview-Biltmore Hotel.
National Association of Manufacturers. 27th Institute on Industrial Relations. Sybil S. Patterson, Director, Employee Relations Division, NAM, 2 E. 48th Street, New York 17, N. Y.
- 19-20 Berkeley, Calif. Claremont Hotel
California Personnel Management Assn. 33rd Pacific Coast Management Conference. California Personnel Management Assn. 5th Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley, Calif.
- 21-22 Chattanooga, Tenn. Read House
University of Tennessee and Tennessee Industries. 18th Annual Industrial Personnel Conference. Coordinator of Conferences, Room 101, Perkins Hall, Univ. of Tennessee, Knoxville, Tenn.
- 21-23 St. Louis, Mo. Chase-Park Plaza Hotels.
International Association of Personnel Women. Annual Conference. Mrs. Audrey Lee Stone, Schlumberger Well Surveying Corp., Houston, Texas.
- 25-29 Buffalo, New York. Memorial Auditorium
American Association of Industrial Nurses. Annual Industrial Health Conference. Edith W. Reynolds, R.N. 313 West 57th Street, New York 19, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

PERHAPS YOU SAW A STORY IN DECEMBER READER'S DIGEST, "Wanted: A Bill of Rights for the Union Man". The substance of this article is indicated by the caption, "Why should increasing numbers of union members be losing their right to vote, to speak out against their leadership, to know what is being done with their money?"

The author, Lester Velie, gives instances in which union men were cruelly dealt with when they raised questions about management of their locals. He suggests an amendment to the Taft-Hartley law, making it an unfair labor practice to do the following things: (1) to expel a member without a fair hearing; (2) to restrict speech; (3) to fail to hold elections at least once every four years; (4) to fail to give regular money accountings to members.

I heard a story in one of our large mid-west cities recently which illustrates this kind of thing perfectly. The employees of an industrial company were represented by two unions. With one union there had been very satisfactory relations for many years, and still are. With the other, the entire history had been one of strife, and the management had come to realize that the rank and file had no control over their leaders—the leaders were completely irresponsible.

Things came to a crisis nearly two years ago and a strike was called by this union. The other union did not respect the picket lines. The consequence was that the second union completely lost its standing. No member of the union is now an employee of the company, and the union no longer has any bargaining rights.

Not only did the officials lose their jobs but, much worse, the rank and file members lost both jobs and pension rights.

It is tragic to see former employees of 30, 40 and more years of service destitute. Many of them have no job and find it difficult to get one and they have lost pension rights which were built up over the years.

When I asked how this could be, it was explained to me that the officials and leaders had followed the practice of having all elections of the local held in a closed room with only one voter present at a time. He was permitted to sign his ballot in the presence and under the eyes of three union officials. You can guess how many workers were voting against the leaders! This complete denial of rights to union members makes it seem as though they were operating in Russia.

It is high time that democratic practices were assured to all members of unions. The splendid example of many of the well-managed unions does not seem to rub off on those which have fallen into the hands of racketeers and despots. It is unfortunate, too, that many managements have "played footsie" with union leaders and have only themselves to blame for the results. Witness some of the things which came to light on the New York waterfront.

I suppose it is too much to hope that Congress will do anything so sensible as to carry out Mr. Velie's suggestion that the Taft-Hartley Act be amended. It would appear, however, to be the only course which will obtain for the union man his bill of rights.

I HAVE HAD SOME HARSH WORDS in recent months for union leadership. Don't get from that the idea that I am anti-union. I know too many reasons why the coming of the union has been very good for many people. In a great many cases the union is essential. I am committed to that fact and in no way can be regarded as an

enemy of unionism. The thing I am yelling about is dishonest union leadership. And you will hear more from me on that subject from time to time.

IT IS ALWAYS CHEERING TO HEAR ABOUT THE SUCCESS of a training program, especially of one that has been reported in these pages. So I am grateful to Bob Crooks, director of industrial relations for United Parcel Service of New York, for telling me about the impression made on their employees by the program he described for P.J. readers just a year ago. His article in our March 1954 issue was titled, "Developing Good Attitudes Among Our People".

A questionnaire was mailed to 220 company people who attended the meetings. Responses were received from 157 of them. They were asked not to identify themselves, to ensure candid opinions as far as possible. The first question was: "Did you find the meetings worth the sacrifice of your personal time?" To this, all but one answered Yes. Another question was: "Did the program give you a better understanding of UPS (United Parcel Service)?" All but two said Yes. To the question "Do you think these meetings help our people in understanding why Quality Service is so important to all of us?" 152 said Yes, 2 said No, and 3 weren't sure.

That the benefit of such a program may spread beyond the employees who attend is emphasized by answers to the final question: "Have you discussed these meetings with (a) your family, (b) your fellow workers, (c) other friends?" The percentages of Yes answers were 89, 96 and 71% respectively. Almost one-third of those who replied made some additional comment—generally that there should be more such meetings, with more time allowed for group discussions.

The program was a two-session affair put on by local plant people. Three hundred fifty people attended. Dinner and

refreshments were served both times. The cost was just under \$6 per meeting per man. It is always difficult to assess the value of such meetings, but everybody seems to have been well pleased.

WHAT TO CALL NON-UNION EMPLOYEES was a problem posed by Newell Terry, Director of Personnel Administration for American Airlines. We commented on his problem in the May issue. Now, he writes that some readers and some of his personal friends as well have, noting the article, written suggesting a term "independent employees". In the July-August issue we commented that the same idea had been proposed by Frank H. Steward of Wilson & Company, Chicago. Mr. Terry comments "Apparently, the term 'independent employees' is a natural and we are going to use it where appropriate to see if it catches on in our company."

YOU ARE NOT SURPRISED when your favorite professional journal prints a mouth-filling phrase whose meaning is obscure. Sometimes, the more professional the magazine, the harder the going. But imagine how many readers were completely bewildered by the following sentence which appeared—of all places!—in their morning newspaper: "The French experience with the Germans is understandably vivid but, to be repetitious, *EDC was designed to channelize affirmatively the West Germans for the future*".

To paraphrase a now-famous Churchillian phrase, that is the kind of writing "up with which we will not put" in Personnel Journal if we can avoid it. Our first editorial aim, of course, is to give readers a magazine chock-full of ideas they can use. The second is to present those ideas clearly, avoiding like the plague all professional jargon and bombastic expression.

Someone, we've forgotten who, once observed that the message which couldn't be expressed clearly in simple language

wasn't worth expressing. This may not apply if you're writing about the Einstein theory of relativity for scientists, but we think it generally applies to messages for personnel people at work.

WADE SHURTLEFF, DIRECTOR OF INDUSTRIAL RELATIONS for The Standard Products Company, Cleveland, writes: "Just a note to tell you that I especially like the new cover style. Packaging is important to publications as well as other products. Also, I think the contents are increasingly more snappy and stimulating. Keep up the good work. And I hope your circulation reflects the improvements you are making." . . . Yes, but still not fast enough!

DID YOU EVER SEE THE PRESIDENT or vice president of a large corporation whose actions you could only regard as stupid? I have just been through such an experience—not the first in my life by any means.

The most important officer in the company I have in mind, next to the president, is the vice president in charge of operations. His company has 50,000 employees and his department covers the largest percentage of them. His company has been profitably managed but this does not excuse some of the things which he does. Most people think that if your company is profitable you can "get away with murder". But this does not hold true. There is still the effect on men's minds and souls which has to be considered.

In this company, personnel practices have been slow to develop. A number of years ago a capable and tenacious personnel official secured the adoption of a practice in this company which has proven very beneficial. He says he is sure he can establish that it has saved considerably more than \$1,000,000 to the company in the past five years. It was, however, a procedure not common in this industry, and until five years ago unknown in this company.

A change of presidents has not been

helpful to the development of a progressive personnel program. Under this somewhat less enlightened regime the operating vice president has insisted on discontinuing some personnel policies which have been in effect. He has simply issued orders that some practices shall cease forthwith—"just like that". It happens that the personnel function is not under his control, and yet he would be able to make it so impossibly unpleasant that it is not safe to question his decisions.

I know the situation well enough to evaluate the soundness of one major practice which has now been discontinued and I can only summarize it by saying that the action was stupid.

This points to one of the greatest difficulties under which personnel men labor—the continued education of men of higher rank and poorer judgment as to what will be effective in personnel matters. Some of the ablest personnel men in the country have labored under this handicap and many of them have in the end triumphed; either by eventually persuading their top management associates to more enlightened and effective courses of action, or by outliving them.

My own experience is that, while much progress can be made through intelligent persistent persuasion, on the whole "you cannot teach an old dog new tricks"; so you might as well plan on outliving some of these old "hard shells".

It is a discouraging outlook but personnel men have to live with it. It is not a job for the tender-minded, soft-hearted, slow-witted plodder. A good personnel man has to be a quick thinker, persuasive, adaptable but always quietly persistent. And he has to make up his mind to accept quite a few defeats along the way.

More power to all of you!

Ned Hay

How Our Company Answered the "Coffee Break" Question

By RICHARD N. BUTLER, Personnel Director
F. W. Dodge Corporation, New York City

FOR many companies the morning break for coffee is a real problem. If no positive rules regarding it have been established, enough people may absent themselves from their desks for twenty to thirty minute periods to seriously cripple office operations. If rules have been laid down they're hard to enforce, especially for salaried workers who feel that they're paid to do their jobs and not to spend a specified number of minutes at their desks.

Employees sometimes overlook how their temporary absence may hold up the work of others, or what a bad impression it makes when someone calls from the outside and finds nobody in to take care of him. In at least one small company, we're told, nearly everybody but the girl who is tied to the telephone switchboard will be "out for coffee" almost any morning at about 10.

Recognizing the problem and deciding the right thing to do about it are two different matters. We gave a good deal of thought to it and finally decided that the best solution for us was to have caterers come in morning and afternoon. We realize that catering services are far from universally available; nevertheless this report may be helpful to those who are studying the problem.

When our company management committee concluded that the time had come to take some positive action about the coffee break, it named a sub-committee of four men to look into the problem and make recommendations. Among alternatives considered were (a) having no coffee at all, (b) installing coffee vending ma-

You hate to clamp down hard on the coffee-clatchers. But when it gets to the point where so many of your people are ingesting coffee downstairs rather than working at their desks, what else can you do? Almost 300 New York companies have arrived at the same "what else" answer, which is here reported in detail.

chines, (c) using our own coffee-making facilities in our lunchroom, and (d) employing an outside catering service.

The "no coffee at all" possibility was rejected because it was felt that our company has more to gain, from a morale and efficiency standpoint, by allowing coffee than it has to lose from a possible slight inconvenience standpoint. An article in the August 1952 "Management Record" of the National Industrial Conference Board, titled "It's Time for Coffee", supported the committee's views about this. The first paragraph of the article seemed to sum up the problem: "The theme song is changing. 'How can we curb it?' is giving way to 'What's the best way to handle it?' And the 'it' refers to that mid-morning habit—the coffee break—a fast-growing custom." In other words, even two years ago progressive and intelligent companies were recognizing that the problem existed and that the practical solution was to make coffee available to employees on a systematic and controllable basis.

From a practical standpoint, coffee vending machines did not seem to fit our

requirements too well. For one thing, all the machines known to the committee are designed to run only on AC current, and it was understood that manufacturers usually don't recommend their use with DC current and a converter. For this and other reasons not much consideration was given to venders, which may very well be an acceptable solution for some other companies.

As for using our own coffee-making facilities in our lunchroom, it was decided that this was impractical too, because of problems of equipment and the necessity to hire part-time attendants to give adequate service. Furthermore, we heard that many companies who have their own complete cafeterias do not attempt to handle their own coffee-break service but, rather, have an outside caterer come in.

TOLD EMPLOYEES ABOUT PLAN

Having decided on the catering service for ourselves, the management committee circulated a memorandum to all employees in our New York office, reading in part: "We know that you will be very pleased to learn that we have not only completed arrangements with the Schrafft's catering service to provide beverages and pastries, both morning and afternoon, but also that your Company is going to pay a substantial part of the prices. . . . Our studies have indicated that it is not practical for a company to try to handle this type of service themselves because of the many operational problems involved. . . . This morning and afternoon service will in no way affect the lunchroom service where coffee and tea will continue to be made available during the lunch hours at no charge to the employee."

A week later a second memorandum giving the details of the service was issued; again I quote in part. "Your morning and afternoon rest periods will begin with the arrival of the (caterer's) cart at your

stop. The reason for this is that, while your Company recognizes the need for and wants you to take rest periods—whether taken formally or informally—it cannot permit employees to take time off for this service in addition to rest periods. It will take approximately one hour to cover completely all floors. Therefore the time of arrival of the cart will vary from department to department but, in any event, it will be relatively close to the middle of the morning and afternoon.

"Listed below are the items that will be served and the prices to be charged. You will see that your Company is paying the greater part of the charges in order to keep the cost to you as small as possible, so the majority of our employees will benefit."

The items listed for morning distribution are coffee, milk, pastry, and crullers or doughnuts. The pastry is charged to the employee at 10¢; the other items at 5¢. The company's contribution to the cost is 8¢ for coffee, 10¢ for milk, 2¢ for pastry. Available in the afternoon are coffee, milk, "cokes", ice cream and cookies. Iced tea and iced coffee will be brought around afternoons during the summer months only. All of these items are priced to our people at 5¢, with the company putting up from 5¢ (coca-cola) to 10¢ (milk and ice cream) of the actual charge by the caterer. Tipping is not permitted.

NO MORE GOING OUT FOR COFFEE

The memorandum concludes with certain "rules of the road". Employees are told to wait for the caterer's cart to appear, not to rush it when it does, not to offer anything larger than a \$1 bill in payment, to be extremely careful about cleanliness. The final rule is this: "Sending out or going out of the buildings for refreshments will not be permitted. This service eliminates the need for so doing."

A number of big companies, like

McGraw-Hill, Dun & Bradstreet, Sun Oil Co., have been using catering service for a year or more and are extremely enthusiastic about it, as we discovered when we made direct inquiries. That is not to say that none of their people ever violate the rules and go out for coffee; but the coffee break is no longer a serious "wholesale" problem.

In the "Management Record" article mentioned previously, the experience of the American Can Company is cited: "American Can people are enthusiastic about the plan for two reasons. One is the time it saves. People were formerly away from desks as much as a half hour; now they are finished with their coffee in about ten minutes. . . . In addition, telephones and desks are covered at all times. Some supervisors allow workers to gather at

neighboring desks for their coffee break—as long as they are near enough to answer their own phones.

"Another selling point which is stressed is that everyone is treated alike. The coffee break is a democratic process, because executives and employees all have the same privilege. There is no departing of bosses for the restaurant downstairs, with the remainder of the personnel staying on the job. Applicants who are waiting for interviews in the personnel office are invited to participate at their own expense."

Keeping our people within their working areas, while enjoying the relaxation and lift of a pause for refreshment, seems to us a tremendous advantage. After several months experience with our plan, our only regret is that we didn't start the service sooner.

RESEARCH RELEASES

Industrial Psychology, Inc. publishes a series of *Research Releases* monthly. Each release discusses a specific, operating personnel problem, and its solution by scientific personnel evaluation methods. The fifteen current releases are listed below:

1. The Clerical Worker—Key to Company Inefficiency.
2. Part-Time Employees Can Reduce Personnel Costs.
3. Employee Selection Can Be Sharpened in 1954.
4. Employee Mental Health—A Management Responsibility.
5. June Graduates—Profit or Loss for Industry.
6. Case of Thomas Becker—Overqualified Employee.
7. The Interview—Key to Efficient Employees?
8. Personality Traits in Employees—Extrovert or Introvert.
9. The Personnel Literature—A Multiplex.
10. The Personnel Inventory-Audit—New Tools for an Old Method.
11. Case of Henry Gray—Underqualified Supervisor.
12. Sales Personnel—How to Select Them Scientifically.
13. How to Install a Personnel Test Program—Five Case Studies.
14. Population Statistics Omen Better Employee Selection.
15. Scientific Selection of Mechanical and Factory Workers.

Complimentary copies of the above *Research Releases* will be sent to personnel administrators. In addition, your name will be added to the monthly *Research Release* and *Company Research Study* distribution for a period of six months, without charge. Please make your request on company letterhead, giving numbers of above *Research Releases* desired, and request for six-month free distribution. Send to Industrial Psychology, Inc., Research Center, Box 6056, Tucson 6, Arizona.

INDUSTRIAL PSYCHOLOGY, INC.

RESEARCH CENTER, TUCSON 6, ARIZONA

What Is YOUR Decision As Arbitrator in This Case?

By FLORENCE PETERSON
in her new Harper book,
"Personnel Case Studies"

WILLIAM TEMPLE had been employed eleven years by a tractor company, during which time he had worked on several machining operations. Due to production changes, he was transferred on March 5th from Foreman Smith's department to one supervised by Foreman Lawson, where he operated a spindle drill press.

He did not like this work and did not get along with his new foreman. His production for three months after his transfer was about seventy-five per cent of the production of operators of the same machine on the other two shifts. A number of times Temple asked to be transferred back to Foreman Smith and finally some vacancies turned up in Smith's department.

Lawson and the general foreman, Brown, told Temple that he was laying down on his job in order to secure a transfer, and that they would not give him a transfer until his production improved. Smith indicated that he was willing to take Temple back, but Lawson maintained that he should earn the transfer by bringing his production up to standard on his present job.

On June 5th General Foreman Brown, together with Foreman Lawson, talked to Temple about his production, telling him that it must improve or he would be dismissed. At that point, Brown said that Temple "blew up" and cursed Lawson, who then discharged Temple for failure to cooperate with supervision and to maintain production.

Temple took his case to his union,

An employee who had done satisfactory work for some years failed to maintain production on a new job to which he was transferred, and was discharged. This is Case 14 in the book named above, less the arbitrator's 200-word decision. Personnel Journal readers are invited to send us their own brief decisions, the best of which will be published in an early issue, together with the real-life decision. See the book review on page 384.

which asked that the matter be arbitrated in accordance with the terms of the contract which stated:

"In the event an employee is discharged or suspended from employment and believes that he has been unjustly dealt with, such an employee may appeal his claim of 'wrongful discharge' to the grievance procedure. . . . If settlement is not reached under the grievance procedure, either party may request that the grievance be submitted to arbitration."

TESTIMONY AND DISCUSSION

At the arbitration hearings the union claimed that Temple should be reinstated with back pay on the grounds that he was discriminated against. The union maintained that Temple had had a satisfactory record for eleven years and was discharged on a job he had held only three months.

On this job he was required to work with new materials and to make "set ups" which were not required on his old machine. The union asked that Temple's former supervisors testify on his behalf, and they were called into the hearings.

Foreman Smith stated that Temple was a satisfactory worker under him. On one occasion, he said, he had had to talk to Temple about production but after that there was no particular trouble. His principal criticism was that Temple at times displayed some temperament, but no specific instances were recalled and Temple was not regarded as unusual in this respect.

A similar record was given in the testimony of Gilman, general superintendent of the parts department where Temple had once worked. Gilman said that at times he could not ask for a better worker and that Temple's production had been entirely satisfactory. Like Smith, the only criticism of Temple given by Gilman was his tendency to be temperamental at times, and his dislike for supervision. On the latter charge, Gilman remarked that the supervisor may share in creating such a dislike.

General Foreman Brown denied that Temple was discriminated against, and said that he had been discharged solely because of his failure to maintain production; also his antagonism to supervision. Brown maintained that an employee should earn the right to a transfer before he received it; that it would be unfair to penalize the supervisor to whom such an employee was transferred, and would encourage other employees to seek transfers instead of doing the best they could on their present jobs.

DISCUSSION QUESTIONS

1. Did the company have a point when it argued that by transferring Temple back to his former department it would encourage transfers instead of efforts to do the best one could on present jobs?

2. Should employees who are not

doing well on their present jobs be transferred upon request? What effect would this have upon labor stability?

3. In this company the foremen and superintendent seem to have the final word on transfers. Would a centralized personnel department have been helpful in a situation of this kind? Should it have authority to make interdepartmental transfers even though one of the foremen might object?

4. It seems apparent that Temple's dissatisfaction and poor work on the new job was influenced by his dislike of the foreman. Should such a factor be taken into account in employee placement and transfer?

5. Temple's foremen all agreed that he "disliked supervision". What significance does this trait have on his dislike for the new job?

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.

With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.



Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

What Personnel Men Face in a South American Jungle

By WILLIAM H. KNOWLES
Assistant Professor of Economics
Michigan State College, East Lansing

PERSONNEL managers in North America may think their own problems difficult. When a company is located in the middle of a tropic jungle in South America, however, special personnel problems develop.

In addition to dealing with a labor force unaccustomed to the discipline of modern industry, and supplying services that are normally maintained by other community organizations, the Demerara Bauxite Company, a subsidiary of the Aluminum Company of Canada, has to keep a communist-dominated union at bay. And this is in a country where 90% of the population is sympathetic to the communist-dominated union and political party. The personnel experience of Demerara Bauxite provides important lessons in personnel policy for American companies operating in underdeveloped areas and illustrates how a properly conceived personnel program can be a deterrent to communist expansion in that kind of situation.

In order to appreciate the personnel problems of the Demerara Bauxite Company the physical, economic, and political background of British Guiana must be understood. Most of the colony is a vast uninhabited jungle, with the bulk of the population crowding a narrow coastal strip about 200 miles long and 10 miles wide. The bauxite company, located 60 miles up the Demerara river, in the company town of Mackenzie, can only be reached by river and radio, lacking either roads or telephone connections to the coastal area. Accordingly, the company has to house its

The personnel man's "headaches" are apt to be more deeply seated and frustrating when he works in a remote underdeveloped area. In the situation described many of them arise from the economic and social background of the native workers. Paradoxically, this Canadian company came to wish they hadn't treated their people so well, but had left their union something to fight for. The article is based on a year's on-the-spot study.

2600 workers and families, supply the necessary public utilities, and provide for schools, churches, medical facilities, and recreation as an important part of its personnel activities. Although the colony suffers from chronic underemployment, community services at Mackenzie have to be good to attract workers from the coast to live "in the middle of nowhere."

Economic background begins with the fact that sugar is the number one industry of the colony. The uniformly bad personnel practice on the sugar estates is the basic cause for a discontent of almost revolutionary proportions. After the abolition of Negro slavery and the end of the recruitment of indentured servants from India, towns failed to develop. Instead, a feudal tradition persisted in which workers were quartered in sugar estate employee compounds which were seriously overcrowded and generally unfit for human habitation.

Water has always been in short supply, sanitary facilities inadequate, medical facilities poor, schools deplorable, and little provision made for recreation and social activities. The workers' compound contrasts sharply with the management compound which contains spacious, painted houses, expanse of green lawn, club house, tennis courts, and sometimes a swimming pool.

BACKGROUND OF PERSONNEL PROBLEMS

Social background to personnel problems lies in the structure of estate society. In this feudal society the estate manager is all-powerful. Not only has he the power of discharge, but he can dispossess the worker and his family from their shack. As justice of the peace, the manager can further enforce decisions made as an employer. In addition, he holds "estate court" to preside over domestic and neighborhood disputes. Shop keepers must secure a permit from him before setting up shop on estate property.

On most estates, even today, workers and shop keepers must pay tribute to the manager. In addition to wage kickbacks, they find it wise to be generous with gifts of fruits, vegetables, eggs, and chickens. Workers are also expected to donate their services in the care of their employers' gardens, and some supply wives and daughters for the manager's concubine in return for employment security. In addition to these personnel practices, payroll padding and stealing of estate produce for private sale is common among all levels of estate supervision. As this is generally known among key workers, discipline breaks down in favor of mutual protection and benefit at company expense.

Color lines are rigidly drawn. Field hands and foremen are Negro and East Indian, while overseers and managers are white. In one instance when a white overseer married a Negro he was asked to leave the management compound and his associ-

ates were forbidden to visit his home. Recent difficulties in overseas recruitment of white staff has forced the sugar estates to hire Negro supervisors, but these men are given the title of "field clerk" and receive lower pay and less status. The fact that the white estate management refuses to mingle socially with the colored business and professional people, and whites who are born in the colony call England "home" and scorn the "natives", are sources of bitterness among the local middle class.

The Sugar Producers Association strongly resisted unionization of the estates until threatened by a communist-dominated union. The association belatedly supported an inept and probably corrupt union, which caused this union to lose whatever following it had. The Sugar Producers now find themselves in the embarrassing position of dealing with a union without members while sugar workers solidly support a communist-dominated union. The rest of the union picture in British Guiana is confusing, for there is a union for about every ambitious leader. Many are communist-dominated or sympathetic to the communist-dominated People's Progressive Party, and no strong anti-communist union exists.

BITTER ANTI-BRITISH FEELING

As a consequence of the close association between the government and the sugar producers prior to the constitutional reform of 1953, and the failure of the government to respond to the growing needs of the colony, most Guianese are bitterly anti-British. It is little wonder that they continued to support the communist-dominated PPP even after troops were landed, new constitution suspended, and provisional government established. Against this background of a revolt against feudal, social and economic conditions, racial antagonism, chaotic and corrupt unionism, strong anti-government feelings, and popular support of communist dominated

labor unions and political party, the Demerara Bauxite Company finds itself trying to formulate a workable personnel policy.

Personnel policies of the company have passed through three stages. Prior to 1948, which brought union recognition, slipshod personnel practices were tolerated which invited labor unrest. Foremen, unschooled in human relations, attempted to follow the type of supervisory practices common to the sugar estates. There were no grievance procedures and wage inequities were a constant source of discontent. Few Negroes held responsible jobs and a strict color line was observed at the social club for the all-white management. Although the physical facilities for housing and community services were far superior to anything found on sugar estates, a certain amount of benevolent paternalism existed. The company followed the prevailing practices in the colony.

FIRST REVISION OF PERSONNEL POLICIES

Following a six-week strike in 1948 which won recognition for the Bauxite Mine Workers Union, the company completely revised its personnel policies. Collective bargaining with the union was entered into with good faith, which has led to strike-free and unusually good union-management relations. Although the union leaders are not as skilled nor as aggressive as North American union leaders, neither are they company puppets, and the union has won substantial gains for the workers.

The grievance procedure is working smoothly with most grievances settled in the first step without the guidance of the personnel department. As a result of a foreman training program, the company considers its Guianese foremen as good as or better than any in the United States. Imported white personnel from the United States and Canada are given a one-week indoctrination course in personnel policy, with emphasis on the need to avoid in-

cidents involving the color question. A training and apprenticeship program assures the upgrading and promotion of Negro employees.

As a result of these policies, the company now has the reputation of being the best place to work in British Guiana. Success of its personnel policies is found in the fact that the Mackenzie district was one of the few districts which did not vote a communist-sponsored candidate to the legislature in the 1953 elections. When the communist-dominated union called for a colony-wide protest strike against the landing of British troops and suspension of the constitution the bauxite workers did not respond. Had the general strike lasted any longer, however, both company and union officials fear that at least 50% of the bauxite miners would have struck. The People's Progressive Party has since laid siege against the "exploiting company from imperialistic, warmongering North America and its stooge union."

PERSONNEL POLICIES REVISED AGAIN

In the face of this new threat, personnel policies again had to be evaluated. In spite of the good relations now existing between the company and the union, in spite of careful public relations policies, and in spite of superior wages and working conditions, the PPP attack has appeal.

First, the Guianese people are suspicious that their natural resources are being unfairly exploited and wonder why bauxite is not made into aluminum in British Guiana instead of being sent to Canada for processing. Second, they are sensitive about the all-white, imported management group. Third, workers resent the company welfare program, in spite of its excellence. Fourth, bitter experience together with both East and West Indian tradition leads workers to the conclusion that any union that enjoys good relations with a company must necessarily be corrupt.

The fact is that the company policy of "beating the union to the punch," of giving everything within reason before the union could ask for it, has left the union weak and unaggressive. Union leaders actually have too much respect for management for their own good! The lack of a strong union with a loyal following now leaves the company exposed to communist infiltration.

AIMS OF PRESENT PROGRAM

To combat this situation the company is undertaking the following program:

1. An intensive and extensive public and employee relations program to explain all aspects of the company's business to Guianese—especially the company's contribution to the colony in wages and taxes, and the need for cheap electric power to make aluminum.

2. Further liberalization of the company policy on race relations. The superintendent of one of the mines, and an assistant personnel director, are Negroes. A hotel was built and policy laid down that official guests of the company, regardless of color, shall stay at the management club house and all other visitors, regardless of color, shall stay at the hotel. This policy, more than any other, has brought a new area of good relations between the company and the large colored middle class of the colony.

3. The company is getting out of the welfare and community service business and is stressing self-help. The government has been asked to take over those functions which ordinarily belong to local government. Employee committees have been set up to take over other activities. Lastly, those services which the company still supplies now carry a nominal charge so as to make clear that the company is not a bestower of gifts and that employees are not entitled to something for nothing.

Where employees lack a democratic tradition and where generations of workers

have come to depend upon their employer for housing, recreation, education, water and sanitation, and medical care, the task of fostering organized community action for self-help is not easy. Nevertheless, company officers believe that the lack of autonomous community organization, and dependence on the benevolence of the employer, opens the doors for communist propaganda. It is hoped that development of a spirit of self-sufficiency and community responsibility will create democratic institutions which can resist communism.

The company is at a loss to know what to do about its failing union, which is losing employee support to the communist-dominated union. Increased friendliness to the union would only confirm employee suspicions that the union is company-dominated. Offering a union shop security clause in the union contract would not prevent the communists from boring from within.

WOULD LIKE MORE FIGHT FROM UNION

The personnel department is in no position to tell union leaders how to run its union, but they privately wish the union would make some issues and start fighting the company so as to regain employee confidence. The company's former policy of taking all the fight out of the union now exposes them to a ruthless, irresponsible union which will not be so easily tamed. Fortunately, the International Confederation of Free Trade Unions plans to develop a strong anti-communist union movement in British Guiana, and the United Steelworkers of America plans to give technical assistance to the Bauxite Miners Union.

This writer is of the opinion that the Bauxite Miners Union erred in withdrawing from the fumbling, weak Citizens Manpower Association. Instead, the bauxite union, which was the colony's biggest and

richest union, should have assumed leadership in developing a strong, democratic union movement.

In like manner, I believe that the bauxite company, for self preservation, should have done missionary work in reforming the medieval personnel practices of the sugar estates. Ordinarily it is not polite to tell others how to run their business, but the unhealthy labor relations on sugar estates caused a communist epidemic from which a single company cannot remain immune.

Now that labor unrest has reached revolutionary proportions, the Sugar Producers Association is becoming concerned with personnel management for the first time, and is seeking the advice of the bauxite company. Frequent criticism of American chauvinism may make company officials in other foreign operations reluctant to participate actively in the local business community. But where feudalism is on its way out, leaving a choice between the American way and the Russian way, a company is doing far more than merely protecting its investment when crusading for American personnel practices.

FAIRNESS TO NATIVES IMPERATIVE

Race relations cannot be neglected in underdeveloped areas. It is sometimes argued that the worker, lacking in education and ambition, does not object to an all-white supervisory staff, but an undercurrent of resentment develops which can be nurtured into open hostility by any rabble rouser. Even greater danger lies in the educated colored middle classes for it is they who provide leadership for the communist cause. In an ordinary community a company can look to the white collar, professional, and shop-keeper class for support, but where race interest replaces economic interest the middle class becomes the champion of the workers.

Companies should review their per-

sonnel policies in foreign operations to assure that apprenticeship and training programs permit the promotion of local labor at all levels, and look to equal pay for equal work. Equally important, the imported white personnel should not be housed in a staff compound with their social and recreational activities limited to an exclusive club for white importees. They should be out in the community making friends for the company and for America.

Public relations are no less important in countries where a company has subsidiaries than public relations at home. People in underdeveloped areas are torn between the necessity for foreign capital required to feed a growing population as well as to raise living standards, and the fear of foreign domination and exploitation.

A major education job is needed to demonstrate that a price must be paid to attract capital and that the price need not be exploitive. Those who fear American cultural domination—meaning better treatment of workers, super markets, drive-ins, and do-it-yourself shops—as a result of higher labor costs and mass purchasing power, are counter revolutionaries hanging on to a genteel life for the few and need not be feared.

“Every Supervisor a Counsellor”

(Continued from page 377)

to the best of their ability. This implies, of course, that there must be instilled in them an awareness that they cannot and should not ordinarily engage in counseling activities. The job of the supervisor should be to detect and at the earliest possible moment to refer the problem individuals for treatment. If supervisors can adequately perform this task they will have acted within the bounds of their duties and responsibilities.

There's Danger in Trying to Make "Every Supervisor a Counselor"

By B. J. SPEROFF, Research Associate
Industrial Relations Center, University of Chicago

A PROBLEM worker, if recognized, aided, and allowed to work out his problem, with competent and patient understanding can be salvaged and made into a stable, productive, and satisfied employee. With that in view, many industrial concerns have instituted counseling programs.

The reasons for providing counseling services include the very natural desire of a concern to do everything within its power to protect a valued investment. Depending, of course, on the type of job a worker may have, the amount of training required to successfully perform the job, the cost of machines and equipment, etc., the investment in an employee may run from several hundred to several thousands of dollars.

Counseling services take various forms, from complete professional staffs in the plant to referral services outside the plant, and from thoroughly trained and experienced counselors to woefully untrained and inexperienced lay-counselors. Whatever their range of activity and success may be, it is difficult to estimate to what degree these services prove of value to employees.

It is axiomatic that certain individuals enjoy talking about themselves and their problems, whereas others avoid this. The former type of individuals would and do very often avail themselves of counseling services. The latter type, who do not choose to confide in others, seldom if ever voluntarily avail themselves of the counseling services. But such individuals are most in need of therapy in some form because of their highly resistant character.

Of utmost importance in counseling, as in almost any other phase of diagnostic en-

The counseling of employees—especially "problem cases"—is a fine art. Right handling can protect the company's investment in many people, whereas amateur handling may only make situations worse. It is too much to expect the supervisor to learn to be a skilled counselor, but the author lists eighteen human relations and counseling principles which the supervisor can follow with success.

deavor, is the ability to recognize incipient problems in individuals and then take effective action to aid them. Consequently, most industrial training programs, conferences, and the like, direct more than a little attention to the dynamics and mechanics of counseling. These include such things as establishing rapport, the use of specific counseling skills and methods, lists of do's and don't's and, in addition, a discussion of attitudes, motivation, frustration, etc.

And who are the recipients of such training experiences?—the already overloaded supervisors, meaning all who are responsible for directing the work of others. Furthermore, if they are really to grasp all there is to know about counseling procedures and methods, they must also become acquainted with role-playing, case studies, rating forms, and other devices.

In the end, the fruits of such training are usually dissipated in a welter of "gimmicks," rules, facts, notions, and a host of things which the supervisor is to remember, incorporate, and use as part of his daily,

ever-growing supervisory tool kit. This is not to lament the supervisor's already encumbered lot, but rather to indicate that the ever-popular training aphorism "every supervisor a counselor" is an unrealistic and even dangerous goal to aim for.

Although every attempt is made to select high calibre people for supervisory positions, both job-wise and people-wise, the average supervisor still leaves a great deal to be desired as a potential father-confessor to troubled employees.

COUNSELING REQUIRES SPECIAL SKILLS

In fact, the supervisor-employee relationship is not the most rewarding one for initiating and carrying on effective counseling activity under normal conditions with problem employees. Competent, skillful, and successful counseling is perhaps one of the most delicate, fragile, and danger-fraught of the skills in interpersonal relations. Such heavy responsibilities can not be left to the untutored and unskilled because problems, particularly unresolved ones and improvidently handled ones, have a way of compounding themselves. They produce added sources for tension and personality conflict.

Nonetheless, there are some general human relations and counseling principles which all supervisors could and should engage in as part of their normal, daily routine. These include:

- (1) Listening to others and observing their actions.
- (2) Understanding the views of others.
- (3) Making other's interests one's own.
- (4) Making individuals feel wanted and accepted as individuals.
- (5) Making oneself available and accessible as a communication link.
- (6) Being alert to problem situations and acting accordingly.
- (7) Being firm, fair, and friendly with all individuals.

- (8) Investigating all the facts before making a decision.
- (9) Refraining from giving advice, suggestions, etc. without cause.
- (10) Encouraging others to talk freely, openly, and in full confidence.
- (11) Being alert to and interpreting cues—tonal, gestural, facial, etc.
- (12) Being patient—not pushing or pulling for information and facts.
- (13) Refraining from sitting in judgment of others.
- (14) Clarifying, restating, redefining issues, ideas, statements, etc.
- (15) Refraining from making promises one cannot keep.
- (16) Explaining thoroughly, then asking for questions.
- (17) Admitting it when one is wrong.
- (18) Avoiding criticism of others in public.

PROBLEM CASES SHOULD BE REFERRED

If supervisors can do this much successfully (and this is a big order!) their actions will be both laudatory and exemplary. By means of judicious listening the supervisor can effectively appraise, examine, and analyze what the source of provocation may be, where the problem stems from, and what action to take. For example, if the problem arises from a situation over which the supervisor has some control, such as poor lighting, assigning locker space, etc., the supervisor can and should take appropriate action. However, if the supervisor recognizes a personality problem, perhaps an incorrigible absentee, he should understand his limitations in coping with such a complex and deep-rooted problem and refer it to the experienced and competent counseling service.

The crux of this matter, of how far supervisors should go in counseling employees, can be summed up as follows: Supervisors should be taught to understand their fellow co-workers and to help them

(Continued on page 375)

What Employees Want to Know

By WAYNE K. KIRCHNER
and JERRY BELENKER
Industrial Relations Center
University of Minnesota, Minneapolis

EFFORT spent on communicating some kinds of information to employees is largely effort down the drain. Employees pay scant attention to communications in which they are not interested. The use of color, glossy paper and attention-getting devices, is secondary to the question, "Does the employee really care anything about the information you plan to give him?"

We have studied employee preferences in regard to information that could be communicated to them by their firms. Finding out what information employees want was the primary goal; finding out if management knew what their employees want was the secondary goal.

The method used was simple. The following list of nine types of information was presented to employees in two firms in the Minneapolis-St. Paul area.

1. Information about the company's financial position. Such things as profits, sales, cost of doing business.

2. Information about company products. Such things as how products are developed, what they are used for and where they are sold.

3. Information about company history. Such things as how the company has grown, when it started.

4. Information about management people. Stories about the background, achievements, and jobs of management people.

5. Information about company employees. Stories about background, achievements, and jobs of co-workers.

6. Information about company serv-

One of the hardest things is to find what kind of story employees will read and profit from; so much depends on the plant atmosphere, and how the story is presented. But here is a report of a limited survey showing what employees of two companies think they want. Their preferences in certain areas are rather surprising.

ices. Such things as how the retirement and hospitalization plans work.

7. Information about how your wages are figured and how such things as vacation pay and sick pay affect your pay.

8. Information about company work rules. Such things as promotion opportunities, sick leave rules, and other rules that affect your every-day job.

9. Information about American business in general. Such things as how the profit system works, general business conditions and national problems.

Employees were asked to rank the top three subjects in which they were most interested, and the bottom three in which they were least interested. Management people told how they thought their employees' preferences would rank. In the manufacturing Company "A", 131 people "voted"; in the distributing Company "B", 70 voted.

The following facts are apparent from the table.

1. The *most desired* bit of information was that about company product. All

POPULARITY RATING OF VARIOUS TYPES OF INFORMATION
IN COMPANY "A", MANUFACTURING AND
COMPANY "B", DISTRIBUTION

About—	Com- pany	Shop People	Office People	Super- visors	Mana- gers
Company Product	A	1	1	1	1
	B		3	2	2
Work Rules	A	2	2	3	2
	B		1	5.5	6
Company Services	A	4	4	5	3
	B		2	4	1
Company Finances	A	5	5	2	5
	B		4	1	3
How Wages Are Figured	A	3	3	9	6
	B		5	5.5	5
American Business	A	8	6	4	4
	B		6	4	4
Company History	A	6	9	7	8
	B		6	3	4
Company Employees	A	7	7	8	7
	B		7	8.5	7
Management People	A	9	8	6	9
	B		9	8.5	8

groups ranked this either first, second, or third. Certainly, these two firms would "miss a trick" by not publicizing their own product to their employees, or to do so in an ineffective manner.

2. The *least liked* type of information was management people. These workers did not want to know about their "bosses".

3. Other information areas that were not in the employees' favor were American business in general, and company history. Surprisingly, the subject of company employees was also rated low. This is interesting in view of the widely-held belief that employees want "folksy" stories about fellow employees. According to this study, employees do not particularly want these stories.

4. On the other hand, employees wanted information about company services, company finances, computing of wages and work rules.

In general, it appears that the employee wants to know about the things that affect him *directly*. Things that are *indirectly* related, if at all, to the worker and his job are not desired.

Further study of the table shows that management people generally agree with their employees on what is wanted. Likewise, office, shop and supervisory employees show high agreement.

This tends to refute some writers' belief that management does not know what information their employees desire. However, a logical question poses itself. If executives know what employees desire, communication-wise, why don't they communicate this information more effectively?

About The Authors

Richard N. Butler, Personnel Director of F. W. Dodge Corporation, was formerly in the industrial relations department of John B. Stetson Company, and the U.S. Pipe and Foundry Company. A graduate of Drexel Institute of Technology in Philadelphia, for several years he served as Civilian Personnel Officer, with the rank of Lt. Commander, U.S. Navy. In his past also there was an association with Edward N. Hay & Associates, Philadelphia.

Florence Peterson, author of the book "Personnel Case Studies", is Professor of Economics

at Rollins College, Winter Park, Florida; formerly she was director of the Graduate Department of Social Economy at Bryn Mawr. Miss Peterson has worked a great deal in the field of labor statistics and labor relations, and authored two previous books—"Survey of Labor Economics" and "American Labor Unions". She was a personnel manager in industry for many years, and chief of the Industrial Relations Division, U. S. Bureau of Labor Statistics, for thirteen years.

Continued on page 381

Which Comes First: Job or Man?

By P. L. MELLENBURCH
Associate Professor of Psychology
University of Kentucky, Lexington

FOR thirty years or more management in America has been giving more and more attention to the interests and needs of the individual worker. In most respects this represents a rather extreme swing from the callousness of management to the needs, and even the rights, of workers which characterized the industrial practices of the preceding century.

In this age of industrial "enlightenment" management has become sold on the idea that a happy worker is a good worker. Personnel "specialists" are employed to win the happy loyalty of all workers, even the lazy, the indifferent, and the obstreperous. To win the worker, there are all sorts of incentives—improved lighting and ventilation, worker councils, company unions, profit sharing, health services, rest periods, meals and lunches, vacations with pay, work bonuses, recreational programs, public recognition, etc.

It is not my purpose to criticize the efforts to win loyalty and cooperation of the workers. Properly carried out they are sound and profitable. I do, however, wish to speak a word of caution. All of this emphasis on personal relations and personal good will may easily prove to be a source of serious error in personnel management and may lead to perplexing problems in personnel administration.

Too much attention to the individual worker may distort our perspective. For, after all, there are areas of personnel administration where the particular worker does not and should not count. For example, when we make a *job analysis* to find exactly what a given job is, how and why it is done, and what skills are involved, we

Happy workers in shop and office do not necessarily guarantee that there will be a happy story to tell stockholders at the end of the year. The author exhorts us to keep our eyes on the ball, naming three areas of personnel administration in which the individual on the job doesn't count, but only the job itself.

must ignore the individual who happens to be in the job—whether he is young or old, active or lazy, proficient or inefficient. We must remember that our purpose is to get *job* facts. To let our study and report on a job be influenced by the characteristics of the individual worker will distort the job facts.

Again, when we are setting *pay rates* for jobs we must ignore the personal needs or skills of the workers. We must strive merely to establish a pay rate for the job which is fair in comparison with other jobs. We must remember that we are not paying for some pleasant, or friendly, or neat-appearing person to be at a given place at a specified time, but we are paying to get a job done.

If any special pay differentials for "merit" are to be allowed beyond the base rate, they should be determined in accordance with clearly established rules. These additions to base rates will represent our recognition of the skills and needs of the individual worker so that he is not completely ignored in the pay picture.

Even *merit rating*, to be fair, must be established on principles which are independent of personal characteristics. Since

the worker is employed to do a specific job, he should be rated only on those characteristics which are essential to doing that job well. Any merit rating plan is likely to miss the real point if it evaluates workers on too many personal matters such as cooperation, initiative, friendliness, resourcefulness, reliability, interest, self-confidence, organizing ability, leadership, capacity to develop, and so on.

Where any of these traits are essential to job performance they might well be used in rating. However, some of these traits often have no relationship to the success of the employee in his particular job. Often a man on a routine job has no opportunity to cooperate. He works alone at a machine or bench and simply does or does not do the job he is paid for. Degrees of cooperation are unlikely. And how much resourcefulness can a worker show on a routine job which must be done exactly as prescribed?

RATE WORKERS ON JOBS DONE

Our possible over-concern for the cooperation and good will of the worker has led us too frequently to set up qualities and standards for merit ratings which have little relation to the actual performance of the particular job. This is unfair to the employee. What we should rather do is to determine as best we can what traits are essential to the performance of each job and then rate the workers on their success in exercising these traits in a desirable degree. Here again, it is the specific job requirements which should determine the basis for rating the worker.

Other areas might be cited where our over-concern for the welfare and good will of the employee can lead us astray in our planning and execution of personnel programs. This may work greater injustices on employees than if we were to confine ourselves to the facts and principles involved. Accordingly, our basic rule should be to search for the facts in any case, and to

base our program on these largely impersonal facts. Afterward, if the necessity arises, we can make certain adjustments to meet individual needs. To reverse the process is to court trouble.

About the Authors

(continued)

William H. Knowles is Assistant Professor of Economics at Michigan State College, East Lansing. His article in this issue grew out of two years in the British West Indies—the second year under a Fulbright Research Grant. Mr. Knowles was an active unionist as a steelworker: later he was in the personnel department of a farm implement manufacturer, and with the War Labor Board. He won his Ph.D. at the University of Wisconsin; has been at Michigan State for six years. His book "Personnel Management; A Human Relations Approach" is to be published by The American Book Company in March.

B. J. Speroff is a Research Associate at the Industrial Relations Center, University of Chicago. He has degrees from Indiana and Butler Universities, and the Illinois Institute of Technology. Mr. Speroff is an associate director of Psychometric Affiliates, test publishers, and has written a number of articles dealing with psychological and industrial problems.

Wayne K. Kirchner is now at Cambridge University, England, on a Fulbright scholarship; when he co-authored the article in this issue he was a Research Fellow in the Industrial Relations Center of the University of Minnesota. He earned his Ph.D. in 1954. Dr. Kirchner is a member of the Minneapolis Vocational Guidance Association, Minnesota Psychological Association, and the Midwestern Psychological Association.

Jerry Belenker was a Research Assistant with the Industrial Relations Center of the University of Minnesota. He is now employed in the Wage and Salary Division of Federal Cartridge Corporation, Minneapolis.

P. L. Mellenbruch is in the Department of Psychology at University of Kentucky, Lexington.

(Continued on page 383)

Industrial Relations School Profile

By PATRICIA MAHER, Graduate Assistant
New York State School of Industrial and Labor Relations
Cornell University, Ithaca

THE nation's only school or college devoted completely to the study of industrial and labor relations on both graduate and undergraduate levels is the New York State School of Industrial and Labor Relations at Cornell University. Now nine years old, its 700 still-youthful alumni have better-than-average professional records.

Presently enrolled at the school are some 300 undergraduate and 70 graduate students whose experience in the classroom and whose research and related activities will prepare them for jobs with industry, labor, government or education.

Directing their program of studies are some forty faculty members, many of whom use their practical experiences and unpublished case histories to supplement class texts. For example, this year two specialists in labor arbitration have been named to the staff, David L. Cole, permanent arbitrator for International Harvester Company and United Automobile Workers, CIO, and Ralph Seward, permanent arbitrator for Bethlehem Steel Corporation and United Steelworkers, CIO. Each year several professors return from their sabbatics with fresh lecture material gleaned from their months of study, research, or work experience. At present, one faculty member is in Venezuela investigating a human relations problem of a petroleum concern and another is on leave as a consultant to the Senate Labor Subcommittee on Health Welfare Funds. Recently the Dean of the School, M. P. Catherwood, former New York State Commissioner of Commerce, completed service on a three-member emergency board, appointed by President Eisenhower to make recommendations on

Universities are playing an ever-bigger role, not only in providing consultant services by faculty members but also in training people for specialized work in business and industry. This tells how youngsters are prepared for industrial relations at Cornell: may suggest recruiting possibilities.

a union-management controversy in the railroad industry. Upon his return, he addressed groups of students, sharing with them what information he could.

Students are not only exposed to the experiences of their professors and visiting lecturers from companies, unions, and government. They also pick up first-hand experiences of their own, during the school term and summer vacations. Freshmen are required to take a course during which they make weekly field trips to factories, mills, and mines, to big and small corporations, unionized and non-unionized. Before making such trips they are assigned readings which enable them to query their industrial or union hosts. Their four-year curriculum includes, in addition to approximately two years of general studies, work in the fields of collective bargaining, statistics, human relations, industrial education, labor market economics, labor union history, personnel administration, and social security.

During summers, students prepare for their next term's work by actual experience in the field through summer employment which often becomes subject material of a term paper or research project. Before the student starts his temporary job, he often

discusses his plans with a professor who suggests aspects of summer employment to which the student might pay attention as helpful to his studies. Sometimes, on the basis of experience he has acquired or contacts he has made, the student finds his summer job serves as a lead to his first permanent position.

STUDENTS STUDY ACTUAL PROBLEMS

Students, particularly candidates for advanced degrees, do research on actual problems in industry, labor or government. Typical of these are an evaluation of a merit rating procedure in an aircraft plant, a study of an absentee problem of a small factory in Pennsylvania, and an analysis of a health and welfare program of an outstanding union. Recently, in preparation for his thesis, one student consulted union, management, and city officials of a large up-state New York community, which led to practical suggestions for easing that city's problems in the transit industry.

An active job placement program, conducted by the school, offers assistance to students seeking positions. Between July 1, 1953 and June 30, 1954, on-campus interviews with recruiters from 29 firms were arranged for 283 students. While it is yet too early to evaluate the success of these interviews, in terms of the long-range career of graduates, a look at a recent analysis of ILR employment gives some idea of the progress of former students.

The survey shows that the largest percentage of graduates are employed in some phase of personnel or industrial relations in commerce and industry. Jobs include work in labor relations, personnel administration, wage and salary administration, training, employee services, safety, research and editing, and public relations. In unions; federal, state and foreign government service; in education, health and social services, and in law, ILR graduates have achieved success also.

A look at the school's records shows

that in industry graduates are now carrying the responsibilities of such positions as personnel managers, personnel directors, safety supervisors, public relations assistants, and industrial relations managers.

In government service, graduates are now commissioners of the Federal Mediation and Conciliation Service; others are attorneys or field examiners for the National Labor Relations Board. In unions, ILR graduates have reached the positions of business agents, research directors, and field and international representatives. And, in the field of education, the school's graduates are serving as professors of industrial and labor relations in such universities as Yale, University of Michigan, Rensselaer Polytechnic Institute and the University of Chicago.

Through its graduates, the school hopes to bring knowledge and understanding into the wide and, in some cases, unexplored field of labor-management relations. Based on the numbers and varieties of employers seeking and hiring students and alumni and on the success of graduates in their chosen field, it seems fair to judge that the school is meeting its goal in a very practical way.

About the Authors

(Continued from page 381)

ington; earlier taught industrial psychology at Miami University, Oxford, Ohio. As director of a psychological clinic for some 12 years he worked closely with a number of large companies. He has served as industrial consultant for paper mills and other plants, and set up testing programs for them. During the war he was with the Occupational Standards Unit of the Air Force.

Patricia Maher is a Graduate Assistant in Public Relations at the New York State School of Industrial and Labor Relations, Cornell University. After graduation from the School of Journalism at Rutgers University, she worked five years as a copywriter in the General Publicity department of Union Carbide and Carbon Corporation, New York City.

BOOKS

PERSONNEL CASE STUDIES. By Florence Peterson. Harper & Brothers, New York, 1955. Pages xiv, 345. \$3.00.

This "small, inexpensive" volume is primarily intended as a supplementary text for college courses in personnel administration. However, it should be absorbingly interesting to personnel directors, who may be helped by learning what decision was reached by the personnel director or the umpire, on what line of reasoning, in cases of a kind which arise frequently. The cases may also be used in training programs.

The cases are presented under fifteen headings, such as Incentive Wages, Work Conditions, Seniority Rules, Transfer and Promotion, Absenteeism and Lateness. In each of the 50 cases there is first a brief statement of background facts, followed by a description of the shop situation and the details leading up to the incident or grievance. Then the worker's side and the employer's side of the story are presented. The ultimate disposition of the case is then told, with reasons for the decision. The cases are followed by questions "to focus class discussion on underlying causes of the trouble, opportunities and shortcomings of the company's personnel services, and the merits of the decision in the case." The whole case is dealt with, on the average, in less than seven small pages.

Miss Peterson served as a personnel manager in industry for many years and for thirteen years was chief of the industrial relations division in the U. S. Bureau of Labor Statistics.

Case 14 is presented on page 369 of this *Personnel Journal*, minus the statement of the arbitrator's decision. Readers may like to write us their brief "decisions" in the case for publication in an early issue, when

we will also present the arbitrator's decision as given in the book.

H. M. T.

ZEST FOR WORK. By Rexford Hersey. Harper & Brothers, New York, 1955, 270 pages, \$4.00.

Happy workers are more efficient than emotionally disturbed workers and they have fewer accidents. That is Hersey's thesis in *Zest for Work*. Employers concerned with selection and training of workers will be interested in the implications of his assertion that, "our deepest depressions spring at least three-quarters of the time from within ourselves".

Dr. Hersey believes that the proportion of lazy and stubborn employees in industry has at least doubled since 1929. He finds this true except in companies where they were screened out at hiring or reeducated after they were employed. He says, "the lazy one-fourth today take no real pleasure in the actual activity of the work and no joy in accomplishment except to keep out of serious trouble".

The author presents the results of 27 years observation and study of over 100 persons in the United States and Germany. Of these, 75 were railway workers, while the others were in practically all types of occupations from professors and students to laboratory workers and salesmen. The activities of union stewards were studied because it was thought that their reactions would throw special light on the relation of the individual to the group. The book, in my opinion, will take its place beside the baker's dozen of genuinely important books in the field of personnel administration.

It is not a how-to-do-it book. It is

more basic than that. It deals with fundamental problems of why men work and why their productivity and enjoyment of work activities fluctuate from day to day through recognizable cycles. The reader cannot escape thinking about his own work behavior, moods, and attitudes as well as the reaction of his co-workers. *Zest for Work* extends and amplifies the findings reported in Dr. Hersey's earlier book, *Workers' Emotions in Shop and Home*, published in 1932.

The author of *Zest for Work* is Associate Professor of Industry, Wharton School of Finance and Commerce, University of Pennsylvania. For 25 years he was consultant in mental hygiene for the Pennsylvania Railroad. He served as Research Associate on the staff of the German State Railway for two years. He is a specialist in selection methods; executive training; evaluation of workers' emotions; motivation and fatigue. He is widely known for his pioneer studies on the emotional cycle in male workers.

Zest for Work contains thirteen chapters. Part I describes how the environment influences us. Part II deals with some neglected aspects of zest for work, with particular emphasis on adjustment, productivity, emotional states and accident rates, physical health and the impact of the emotional cycle on man's happiness and productivity. Part III describes selected individuals at work. The part played by the supervisor as a "Governor" and the role of the union steward are ably presented. Part IV is devoted to a discussion of the *individual approach* which Hersey considers the cornerstone of satisfactory group relations.

The reader learns how closely the author lived with his subjects during the data-gathering periods. The research involved interviewing, observing, and testing workers for from four months to, in some cases, over two years. In separate studies, data were gathered on efficiency, lateness,

co-operativeness, absenteeism, emotional behavior, trends of thought, reveries, and physical and physiological items. Observation was not confined to the working locale. Dr. Hersey spent considerable time in the homes of his subjects and participated in their weekend pleasures and activity.

The book should serve as a warning to all those concerned with the orientation and development of youth. Educators, businessmen (particularly those with personnel responsibilities), union officials, and executives in government will profit by a careful reading. It is not an inspirational book. It deals with situations of conflict, unhappiness, and emotional stress. Descriptions of periods of happiness and genuine zest for work occur far too infrequently.

In discussing low emotional states, Dr. Hersey observes: "It is possible, however, that the low phase often affords the breeding ground for the germs of creative endeavor or genius, which later manifest themselves in accomplishment during the more energetic period of high. It is doubtful if any man who never experiences low moods can produce great things in the world, no matter what his capacity."

Dr. Hersey does not preach. Neither does he talk down to his readers. He discusses the problem of worker adjustments in a mature, man-to-man fashion. He cites sufficient case material to illustrate his major points and justify his conclusions. He is not concerned with the worker in the mass. He never loses sight of the individual. He knows that men are hired one at a time; that training is an individual process; and that each man is involved in personal problems as he adjusts to the work situation in which he finds himself. He points out, but does not unduly underscore, the well-known fact that the supervisor is the most potent force in the work situation in determining reactions, attitudes, feelings, and emotions of employees. His conclusions are sound but not startling. They will make

sense to intelligent foremen and union stewards who are in daily contact with fellow employees and to vice-presidents in charge of personnel who are responsible for policy making. The business man will be particularly pleased to note the absence of psychological and psychiatric jargon. There are lessons here for the individual worker and also for the man who supervises the work of others.

RICHARD S. UHRBROCK

Associate Director of Industrial Relations

The Procter & Gamble Company

NATIONAL ECONOMIC PLANNING BY COLLECTIVE BARGAINING. By Murray Edelman. University of Illinois, Champaign, Illinois, 1954. 78 pages. Cloth, \$2.00. Paper bound, \$1.50.

This is a study of the post-war experiment in Austria whereby wages, prices, pensions and taxes are negotiated by collective bargaining among management, labor and agricultural organizations. The process is similar in some respects to that followed by the state of Illinois which has an "Agreed Bill" plan for dealing with its unemployment compensation, workmen's compensation and mine safety laws. The author is associate professor of political science and labor and industrial relations at the University of Illinois, and made the study under a Fulbright grant from the U. S. Government.

H. M. T.

SPEAKERS ARE LEADERS—*A Course in Public Speaking Self-Taught*. By Nathaniel Edward Reeid. Leadership Publications, Boonton, N. J., 1954. 178 pages. \$3.

Probably we're a pushover for inspirational self-help books, but this is one we think almost anyone will enjoy and profit from. The first chapter, on the speaker's personality, is adapted from a talk

the author delivered to school, club and business groups over the country; it "outlines in broad terms the principles of public speaking, salesmanship and conversation". Alone, it is worth the price of admission.

The outlined 12-week course is intended primarily for use in groups. To get the most out of the book you have to really work at it. But if speaking is an art, as it can be, just reading the book, without working at it, will enhance your appreciation of the art when you see it demonstrated. And you're bound to pick up a few pointers which can be put to use, about gesture, posture, pauses, emphasis and so on.

The author has had "thirty vivid years in the most vivid of all fields—public appearance. And now, he wraps it all up in a one-package course . . ."

H. M. T.

BIBLIOGRAPHY ON EMPLOYMENT PROBLEMS OF OLDER WOMEN: *Hiring Restrictions, Psychological Barriers, Work Performance*. U. S. Department of Labor, Women's Bureau, Alice K. Leopold, Director, Superintendent of Documents, Government Printing Office, Washington 25, D. C. 1954. Processed. 89 pages. 35¢.

This 6 x 9" paper-covered bulletin summarizes and highlights 63 articles and publications by authorities in the field of aging. All of the arguments for and against the employment of older men and women, both those based on prejudice and on proven facts, pass in review. The articles referred to seem to deal almost as much with men as with women. The personnel director studying this subject should find the annotations helpful, even though he fails to look up a single reference to read in its entirety. Several of the articles appeared as recently as 1953; two *Personnel Journal* articles were published in 1939 and 1940. Four pages of the booklet present a subject index.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

THE DEGREE TO WHICH COLORS (HUES) ARE ASSOCIATED WITH MOOD-TONES. By Lois B. Wexner, Purdue University. *The Journal of Applied Psychology*, Vol. 38, No. 6, December, 1954, 432-435.

Almost anyone will tell you that colors are related to emotional states or feeling-tones. However, there are relatively few experimental investigations in this field.

The eleven mood-tones used in this experiment were selected arbitrarily as fairly representative. More than one word was used to describe each mood-tone, and only words were used which were unanimously chosen by four judges as expressing that mood.

The subjects were 94 students in a course in general psychology, 46 men and 48 women. Eight colored squares were mounted in the front of the room and the students were asked to select one color from those shown which best represents the feelings described by the listed word groups.

For the following seven mood-tones one color was decidedly more popular than the others. In other words, the results are statistically significant.

Mood-tone	Color
Exciting, stimulating	Red
Secure, comfortable	Blue
Distressed, disturbed, upset	Orange
Tender, soothing	Blue
Dignified, stately	Purple
Cheerful, jovial, joyful	Yellow
Powerful, strong, masterful	Black

For the following four mood-tones several colors were chosen with almost equal frequency.

Mood-tone	Color
Protective, defending	Red, brown, blue, black, purple

Despondent, dejected, unhappy	Black, brown
Calm, peaceful, serene	Blue, green
Defiant, contrary, hostile	Red, orange, black.

The positive findings of this study indicate that it might be useful to continue research in this field. Why are colors related to mood-tones? The author discusses the influence of cultural, biological, and learning factors.

VALIDITY INFORMATION EXCHANGE, a regular feature of *Personnel Psychology*, appearing each quarter under the editorship of Donald L. Grant of the Department of Psychology, Western Reserve University, Cleveland.

The purpose of the Exchange is to stimulate the publication of validity studies. The editor is glad to receive reports of studies in the field of personnel selection which involve transfers, promotions and other personnel actions as well as selections for employment. Most of the reports which have been printed deal with paper-and-pencil tests. It is stated, however, that validity studies of application blanks, personal interviews, projective tests, letters of recommendation, etc. are also desired.

The editor of the Exchange furnishes a form for reporting validity studies. Information is classified under the following headings:

- o. *Dictionary of Occupational Titles* code.
- 1. Author (optional).
- 2. Firm (optional).
- 3. Job (brief, specific description).
- 4. Criterion.
- 5. Sample.
- 6. N: the size of the sample.
- 7. Predictors.
- 8. Technique.

This form of report makes it possible to see at a glance whether a particular study is useful in any given situation. Validity studies are all too few, and this is a service which deserves the enthusiastic support and cooperation of all personnel workers.

BUDDY RATINGS: MILITARY RESEARCH AND INDUSTRIAL IMPLICATIONS. By E. P. Hollander, Carnegie Institute of Technology. *Personnel Psychology*, Vol. 7, No. 3, Autumn, 1954, 385-393.

"Buddy Ratings" are evaluations by a man's classmates or coworkers. The personnel research programs of the armed forces have indicated that such ratings may supply unique supplementary data on personnel. They are not considered as taking the place of ratings by supervisors but as providing additional information.

In its basic form, the method of buddy ratings involves each group member's rating of every other member of the group on some such quality as leadership. From these ratings a composite score is obtained. In some instances a man *ranks* all the others on the quality being measured. In other studies, a man was asked to *nominate* a specified number of his fellows that he considered "high" or "low" on this quality. Either method will yield a score which will indicate the individual's status within the group.

This article briefly summarizes at least a dozen studies using buddy rating methods and indicates the kinds of situations where they have proved especially helpful. Most of the studies were done in the armed forces, but the situations are not very different from those found in industry.

"Buddy ratings *do* predict such diverse phenomena as OCS performance, success or failure in flight training and leadership adequacy. . . . The implication of the work already completed is that group opinion, taken as a composite, may yield information about an individual which is not being

tapped at present by other measures."

The discussion of implications and applications suggests ways in which buddy ratings may be used in decisions affecting promotions and in solving morale problems.

THE EFFECT OF HOME OFFICE CONTACT ON SALES PERFORMANCE. By Joseph Weitz, John Antoinetti, and S. Rains Wallace, Life Insurance Agency Management Association. *Personnel Psychology*, Vol. 7, No. 3, Autumn, 1954, 381-384.

Some insurance companies keep up home office contacts with their agents by means of production bulletins and personal letters. This costs money and the study reported here was undertaken to see whether such mail contacts actually improved the performance of the agents.

In order to evaluate this procedure, experimental and control groups were used. The men selected for the study were life insurance agents who had been in the field for from four to twelve months, and who had come together to attend a training school. The training school lasted for four days. On the last day, men at four of the schools were told that the home office would publish a weekly bulletin showing production records. The agents at the experimental schools were also told they would receive a personal letter every two months commenting on their performance. The men in the four control schools were not given these instructions. All of the men, however, were told that their records would be followed and they were urged to try to surpass the records of men from the other school groups.

There was a follow-up period of six months. During this time the experimental group received the weekly bulletins and the personal letters. At the end of the follow-up period the average monthly production for each man was obtained for the period before the school and the after period.

The analysis showed that 54.3% of the agents in the experimental group showed a post-school improvement, while this was true of only 37.7% of the control group. This is a significant difference and seems to

indicate the value of follow-up by the home office. Whether the effect persists beyond the duration of the follow-up will have to be determined by a study of the agents at a later date.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE TRAINING DIRECTORS SOCIETY OF PHILADELPHIA has elected new officers. The president is Eugene L. Burkhart, supervisor, personnel development, Electric Storage Battery Company. Thomas P. Roth, training coordinator, E. I. duPont de Nemours and Company, Inc., is the vice president. The secretary is James Coughlin, training director, James Lees and Sons Co. The group discussed the problems of a training director at the December meeting. A panel of past presidents led the discussion. Timothy Haworth, training director at the International Resistance Company, felt that we have all been involved in the current fads in training, including supervisory training, executive and management development and communications. There has been a great deal of interest in learning to read, to listen, to communicate. But a fundamental has been overlooked: everything depends on the philosophy of the company, and the practice of high officials, on the free flow of information. There is always the possibility of two restrictions. One is security, and the other is management's actual practice. It is important for management to clarify its philosophy or policy with respect to the basic questions: 1) does it place its faith in an informed citizenry (rank and file personnel) to come up with information and ideas or, 2) does it place its faith in the few brilliant minds to filter down their great ideas?

Frank M. Bunch, assistant manager, training section, E. I. duPont de Nemours and Co., felt that there should be greater recognition of the development needs, and a greater effort should be made to provide tools to meet these needs. Important tools are conferences, training programs, and evaluations.

H. Paul Abbot, director of education and employment, North American Companies, said that his companies found that planned experience wasn't fast enough, so they conducted schools, which were attended from nine to five daily, with two hours of homework, for as long as six months. This training was followed by an orientation period with two months in each kind of office. The result of this program, however, was that the men were found to be over-trained. They had more knowledge than the managers would let them use. It was decided to concentrate on one area. A correspondence course was developed. The men were forced to ask intelligent questions and raise problems. Indirectly, experienced personnel has been trained by getting them to ask questions of new personnel. Diagnostic tests revealed training weaknesses.

Lincoln Atkiss, director of training, Atlantic Refining Co., described the supervisor and executive appraisal, sometimes called the guided experience, method. It involves a testing program, a depth inter-

view, answers to a series of questions and appraisal by a panel of three, including the man's boss, his boss's boss and a representative of the industrial relations department. A statement is prepared evaluating the man's job performance and his potential for development. Then the man is counseled by his supervisor. They try to get agreement on the appraisal. There may be a lot of remarkable training and self-development taking place in this process. An attempt is made to train the supervisors to counsel their subordinates. In the process they consider the man's strengths, weaknesses, and plans for improving himself. Often the men become conscious of their problems and are able to solve them alone.

THE NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION lets us take a good look at the organization and the work of the year, as pictured in the annual report by president A. R. Kluckner. During the year, memberships were presented to new chapters located in the Upper Willamette Valley, Southern Oregon Coast and the Yakima Valley. The constitution and services committee under the chairmanship of Bill Noel, and composed of chapter presidents, studied the constitution, trying to strengthen it. The research committee under the board member direction of Jack Sorge of Tacoma made plans for suitable research projects. The scholarship committee which was brought into being on the suggestion of Bill Wren studied the requirements and conditions on which an award of a scholarship could be based. The first award was made to a student at the University of British Columbia. The committee on national organization which was brought into being early this year under the chairmanship of Bill Ludders of Portland presented its findings at the May meeting. While it was recognized that matters of affiliation with other organizations should be considered as a possible future step, the continuing consideration must be for present and

future benefit to members. Later in May, informal contact was made with the heads of PIRA in Los Angeles. It was found that they were interested in trading ideas, that they are a democratic organization and they are interested in some form of cooperation which would not disturb the identity or current organization of either group.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS ASSOCIATION is also interested in the problem of affiliating with other groups. The *NCTA Bulletin* for December reprints an item from the Michigan Training Council *Newsletter*, which presented arguments for and against reorganizing as a chapter of the American Society of Training Directors, with ASTD membership automatic when a person joins the local chapter. Arguments for: it would be more convenient to file only one application and pay dues to only one organization. It would eliminate confusion over the relationship between MTC and ASTD. It would eliminate duplication of effort in soliciting new memberships. It would add to the prestige of the local group to be affiliated with a nationally known professional society. Arguments against: Affiliation on such a direct and complete basis would tend to make the local chapter subject to control by the national organization. It would compel those who wish to participate only in local activities to help support the national organization. It would tend to destroy the identity and obscure the good reputation of the Michigan Training Council. Comment: there are probably many more arguments on both sides but basically it seems to be the old issue of "state's rights." Traditionally Americans distrust strong central government. Perhaps in due time we can work out a system of affiliation with sufficient guarantees to meet our requirements for local autonomy.

THE PERSONNEL AND INDUSTRIAL RE-

LATIONS ASSOCIATION OF LOS ANGELES suggests that welfare information service can help with employee problems. The service, operated under the Welfare Planning Council of the Los Angeles Region, offers a good source of information and advice as to the various agencies and services available in these fields, including both public and private institutions, clinics, child care, and the like. PIRA, again this year, will sponsor an award for the company publication doing the best job of describing its company's benefits. The award, consisting of a plaque similar to that presented last year, will go to the publication winning the "Benefit" category in the annual Southern California Editors awards. The winning publication will be judged in competition against entries from the Southern California area. Last year the award went to the "On Tour" magazine of the Union Oil Company.

THE CLEVELAND PERSONNEL ASSOCIATION, in cooperation with the Industrial Relations Association of Cleveland, Northern Ohio Industrial Editors Association, Northern Ohio Chapter of the American Society of Training Directors, and Personnel Women of Cleveland, sponsored the 14th annual conference on personnel and management problems. The conference was held January 13-14 at the Carter Hotel, in Cleveland. The conference theme was "Gearing the Personnel Function for Effective Performance Today and Tomorrow." George S. Dively, president and chairman of the board, Harris-Seybold Company, spoke on developing top management. He emphasized the fact that the effective development of top management is one of the biggest and hardest problems in business today. He explained how progress is being made by progressive and alert companies and how tangible results are being achieved in the form of better products and services for customers, better jobs for employees, and better profits for owners. Matthew J.

Murphy, editor of "Factory Management and Maintenance," spoke on "Invest Wisely in the 'People' Market." He said, "As labor costs continue to rise, this factor accounts for a larger and increasing percentage of the sales dollar. Because of the basic wage or salary cost and other add-on-items . . . recruiting and selection expense, training costs, turnover and replacement expenses, etc. . . . continue an upward trend, the screening, interviewing, selection, and evaluation techniques and practices will demand increased attention and efficiency. Hiring today truly can be said to be marriage rather than a fleeting courtship. If performance on a job is satisfactory that investment, of the people variety, is a good one, and of course the reverse is true."

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION employment committee has made a report on fair employment practice legislation. The report gives the general background, lists federal activities to eliminate unfair employment practices, and gives the legislative history of fair employment practices proposals. General conclusions reached by the committee are: 1) The activities on fair employment practices have been confined to federal, state, and city governments. No acts have originated in counties or other political sub-divisions. 2) Eleven states and twenty-eight cities have taken action on establishing fair employment practices. 3) Of the eleven states with fair employment practices legislation, only Wisconsin and Indiana lack enforcement provisions. 4) As far as is known, in those states having fair employment practice legislation or administrative organizations, which provide for enforcement by administrative agencies through cease and desist orders and fines and imprisonment, there are no municipalities with strong enforcement powers, except those which can exercise such power in cases where the state law is found lacking.

Attending the Conferences and Courses

THE IMPORTANCE OF UNDERSTANDING PEOPLE as an integral part of supervisory responsibility, is to be stressed in a conference sponsored by the college of business administration, Marquette University, Milwaukee. *Human Relations for Supervisors* consists of five one-day meetings from January 12, through March 9. Meetings are held at the Management Center. The fee is \$50. The program is offered for managerial personnel who seek a better understanding of human relations principles and practices; plant and office foremen, assistant foremen and supervisors; new or potential supervisory talent. It is designed to assist supervisors in understanding their jobs and the organization in which they exist. It should help establish sound personal relations within and between departments. The course is taught by the staff of the management center, with Milton Gordon, associate director, in charge.

ACTUAL LABOR-CONTRACT NEGOTIATIONS WERE TELEVISED for the first time as part of the program of the American Management Association's mid-winter personnel conference, held February 14-16 at the Palmer House in Chicago. By means of closed-circuit television, the AMA presented a bargaining session between the Rogers Company, Rogers, Connecticut, and the International Brotherhood of Paper Makers (A.F.L.). James P. Mitchell, Secretary of Labor, opened the three-day meeting. Louis B. Seltzer, editor of *The Cleveland Press*, closed the conference with a luncheon address on management's responsibility for safeguarding a free society.

THE PROCEEDINGS OF THE EIGHTH ANNUAL CONFERENCE OF THE COUNCIL ON EMPLOYEE BENEFIT PLANS have recently been published. The volume is available for \$5, while the supply lasts, from Mr. Harry A. Myers, Secretary-Treasurer, Council on

Employee Benefit Plans, % Goodyear Relief Association, Akron, Ohio. Topics covered at the conference included: How should the pension trust dollar be invested? What do fringe benefits cost today? Future of major medical and catastrophic insurance benefits; Hospitalization and surgical benefits, insured or Blue-Cross? Continuance of group insurance after retirement; Guaranteed annual wage; Preparation for retirement; Retirement—compulsory, selective or optional? Supplementation of Workmen's Compensation Benefits; Preventive Medicine.

HOW FAR AWAY IS THE AUTOMATIC FACTORY? Is it limited only to large companies or can small manufacturers use automation as well? What companies are presently using automation and how well has it succeeded? Can it be partially applied? These were among the questions considered by the second annual Rutgers Plant Managers' Conference, held in New Brunswick, N. J., January 19. Carroll W. Boyce, associate editor, Factory Management and Maintenance, spoke on *What is automation?* Instrumentation and the factory of the future were described by George M. Muschamp, vice president in charge of engineering, Brown Instrument Division, Minneapolis Honeywell Regulator Company. Malcolm Forbes, N. J. State senator and publisher of Forbes Magazine, spoke on *Business looks ahead*. Industrial television and the factory of the future were conjured up by H. E. Taylor, manager, communication products division, Allen B. Dumont Laboratories, Inc. Automation at Ford Motor Company was explained by Gilbert G. Murie, Supervisor of Mechanical Design, Engine Division, Ford Motor Company, Dearborn, Michigan.

Rutgers also offers executive seminars which meet once a week from February 15 to April 19. Subjects discussed in the course

include principles of organization planning, administrative practice, financial management, motivation, human relations, health problems of executives, functions of the executive, and techniques of executive control. The fee for the course is \$100.

A one-week course in industrial supervision was offered January 10-14, and February 14-18, by the University. The fee for this course was \$50. Subjects covered were elements of supervision, principles of organization, production planning, motivating workers, grievance cases, quality control, cost control, job training methods, safety supervision, maintaining morale, interviewing discipline, and work simplification. More information on Rutgers courses and conferences may be had by writing George S. Odiorne, Management Service Section, Rutgers University, New Brunswick, New Jersey.

BOTH THE TRADITIONAL AND THE NEW AREAS OF INDUSTRIAL ENGINEERING and management theory and practice are covered in the engineering and management course offered by the college of engineering, school

of business administration, University of California, Los Angeles. The course provides training not only in motion and time study, plant layout, job evaluation, and similar fields, but also in such areas as data processing, mathematical programming and model building, and biotechnology. The subjects of instruction not only encompass many fields, but also include a wide selection of classes in most fields. For example, the production control specialist will be particularly interested in five subjects of instruction—production control, purchasing, paperwork simplification, electronic data processing, and mathematical programming; the industrial engineer will find three classes in material handling and automation, five classes in methods and time study, four in job evaluation and wage administration, and four in statistics and mathematical programming and model building. The 34 classes offered by the course enable each participant to select the program that will serve him best. The course is a two-week, forty-hour per week program, from January 31 through February 11. Fee for the course is \$300.

What's New in Publications

POOR VOCATIONAL GUIDANCE keeps many young people from taking advantage of numerous opportunities to become skilled workers and technicians, the National Manpower Council declared in announcing the publication of its study on skilled manpower. The Council's latest study, *A Policy for Skilled Manpower*, was described in a progress report on the organization's first three-and-a-half years of work. During this period it has analyzed such critical manpower problems as student deferment, and the supply and use of scientific and professional manpower.

The progress report, issued at Columbia University, declared that the Council's latest study is the first thorough examination of the importance to the nation of

skilled workers and technicians. Among other aspects of the problem, the study considers how skilled workers are trained, their role in the armed forces, and the effect of secondary education and vocational guidance on the nation's future supply of skilled manpower.

The Council, a group of distinguished private citizens whose members include nationally prominent labor leaders, industrialists and educators, asserted that lack of proper vocational guidance in the secondary schools, the armed forces, and industry leaves many youngsters ignorant of the many ways they could acquire skills. If younger people knew how to take advantage of the many available opportunities, the Council declared, it would

result not only in their own self-improvement, but also contribute to national strength and progress. The report is available from the Graduate School of Business, Columbia University, New York.

STUDIES ABOUT THE BEHAVIOR OF HUMAN BEINGS in industrial, governmental, transportation and insurance organizations have been made by the Survey Research Center of the University of Michigan. Three were made in connection with the Detroit Edison Company. They are *Absences and Employee Attitudes*, by Floyd Mann and Howard Baumgartel, already reviewed in *Personnel Journal*; *The Supervisor's Concern with Costs*, by the same authors; and *Appraisals of Supervisors and Attitudes of Their Employees*, by Floyd Mann and James Dent. Special effort has been made to present these findings for the layman in an easily digested form. More technical presentations have been made in scientific journals and elsewhere. Lots of white space, liberal use of questions and answers, simplified charts, an outline form, short clear sentences, and non-technical language are combined in the three publications listed, to make the subject matter clear to the average business man. On cost concern, the study shows that the interest in economy of operation varies greatly from one major organizational unit to another and again within particular departments. The findings reported show that the degree of concern with costs in the groups of supervisory personnel studied was determined in part by: attitudes and expectations of superiors; pressure to keep costs down; amount of freedom in making cost decisions. On appraisals of supervisors, findings suggest that the supervisors as "middle men" in the organization must be able to meet the expectations of both superiors and subordinates who do their jobs well. It is significant that the first-line supervisors selected by higher management for earlier advancement differ from those regarded by

management as questionable or unsatisfactory in that more of them are seen by their employees as willing to go to bat or stand up for employees; actually going to bat for employees with complaints, rather than being neutral; pulling for both the company and the men, rather than for the company alone. The findings also suggest that the supervisors whom management regards as ready for advancement are distinguished from their colleagues in their ability to deal effectively with others both on a man-to-man and a group basis. The higher-rated supervisors are those with whom employees feel more free to discuss personal and job problems, who let employees know where they stand, and who frequently hold group meetings in which their employees can discuss things with them.

THE MEN WHO MAKE THE DECISIONS IN AMERICAN BUSINESS are sharing in the general prosperity. But their incomes, on the whole, have not gone up as much as the profits of the corporations they serve, results of a survey just released by the American Management Association indicate. Over the past five years, the average aggregate compensation of all officers and directors of United States corporations increased 23.5 per cent. During the same period, company profits after taxes went up 28 per cent on the average; sales increased 60 per cent. The report is based on an analysis of payments to nearly 20,000 executives in some 2,500 companies. These companies are classified into 53 major industries. The period covered by the survey was 1953. The current report, which is the fifth published by the AMA's Executive Compensation Service, was expanded to include detailed analyses of three industries in addition to the fifty that were covered last year. Also expanded was the survey of directors' fees. This year it included more than 11,000 directors in 1,375 companies. The AMA Executive Compensa-

tion Service is designed to provide its subscribers with the latest data on what other companies are paying executives so that they may evaluate their own compensation policies in the light of those of comparable firms. Data also are gathered on the compensation of middle management and of administrative and technical personnel and on the various methods used to pay executives. Information about subscriptions to this confidential service may be obtained by writing the Executive Compensation Service, American Management Association, 330 West 42nd St., New York 36, New York.

THE TRIPLE AUDIT OF INDUSTRIAL RELATIONS, a project of the industrial relations center of the University of Minnesota, is described in bulletin 13, *Auditing Your Manpower Management*. The triple audit consists both of research and diagnosis. It is immediately applicable and useful. In this bulletin members of the staff have explained how the administration of the triple audit helps to improve current industrial relations in the firm. A later bulletin is planned that will provide a similar interpretation of concurrent studies of unions and their members. Technical material in the bulletin has been minimized. The value of the triple audit, according to director Dale Yoder, increases with each additional application. "Now that its administration has been standardized so that the audit can be applied by mail, he anticipates a continuing flow of data that will facilitate additional norms in terms of industry, size of firm, and locality. That development will, of course, make the procedure increasingly valuable both in terms of basic research and in terms of application in each triple-audit firm." The bulletin is available for one dollar from the University of Minnesota Press, Minneapolis 14, Minnesota.

MOST AMERICANS MAY BE ABLE TO

PROVIDE FOR THEMSELVES IN THEIR LATER YEARS if the nation's economy continues to expand, according to a recent report by the National Association of Manufacturers. The need for government-provided social security and public assistance may decrease in this case. The forecast was made in a report on a continuing study of retirement security with special emphasis on the federal social security program. A committee of industrialists made the study with the help of specialists on related technical problems. In its 54-page report, *Retirement Security in a Free Society*, the committee questioned the validity of views that older people are less secure and have fewer opportunities to be self-supporting as a result of increasing industrialization. Actually, there are indications that the reverse may be true, the committee reported. It cited recent findings that, although the proportion of older people in the population is increasing, the employment of older workers has increased at an even more rapid rate, and noted that wider home ownership, the spread of private pension plans, and increased savings in other forms have given greater financial security to vast numbers of Americans. In its report the committee stressed the danger that an old age security program, involving many billions of dollars, could lead to an inflation which would greatly reduce the value of benefit payments. The National Association of Manufacturers has offices at 2 East 48th St., New York 17, New York.

THERE ARE THREE MAIN SOURCES OF RETIREMENT INCOME for employees of Atlas Powder Company. One is personal savings, the second is social security, and the third is the Atlas pension, the total cost of which is paid by the company. This statement is made by the president, Ralph K. Gotshall, in a new publication, *Facts About Your Atlas Pension Plan*. The pamphlet is amusingly illustrated with drawings, and printed in grey and red. The facts are clearly stated and seem to answer all

possible questions. Features of the pension plan are: one plan covers all; pensions increase with earnings and service; social security is separate; there is no cost to the employee; security is assured through a trust fund used only to pay pensions.

GOING PLACES WITH TRAINING OPPORTUNITIES is the title of a booklet published by the Florida Power and Light Company, which lists and explains courses offered by the company. The attractive pamphlet makes the offer very tempting. Any employee is eligible for a course that will help prepare him for a better job in the normal line of advancement in his department. Each course is designed to be interesting and to give varied information. Successful completion of the course, based on good attendance and active participation, brings a certificate. Achievement is noted in the personnel files of employees, and becomes a permanent part of their records. The cost consists of the time and attendance of the employee if the course is successfully completed. The total cost of each course is paid in advance, in cash, but the money is refunded in full upon satisfactory completion. Courses run from five to 12 meetings each. Subjects include leadership training, simplified electricity, job instruction, effective speaking, group discussion methods, basic economics, the distribution transformer, secrets of successful supervision, and more technical classes on steam power. The courses are arranged by the Personnel Department, Ingraham Building, Miami 30, Florida.

UNEMPLOYMENT INSURANCE BENEFITS are designed to tide over persons out of work through no fault of their own and looking for new jobs. But a survey report published by the *Commerce and Industry Association of New York*, indicates that more than \$100 million (41.6%) of the \$244.6 million in such benefits paid to claimants and charged to the accounts of employers

in New York State in the period from July 1, 1953 to June 30, 1954 went to individuals who had brought on their own dismissal, quit voluntarily for reasons of their own, or retired on pension. 218 firms participated in the survey. The survey showed that if benefit payments to retired persons are continued at the present rate, within five years the amounts they receive may equal, or even exceed, the benefits paid to those remaining in the labor market who are laid off for lack of work.

THE CASE HISTORY OF A STRIKE is presented in *The Norwalk Hat Case*, an eighty-page collection of documents, prepared by the Hat Corporation of America, whose executive offices are at 417 Fifth Avenue, New York 16. The Norwalk Hat Case ended officially on May 27, 1954, when officers of the Hat Corporation of America and international and local officers of the United Hatters, Cap and Millinery Workers Union (AFL) signed a three-year labor agreement. From a number of viewpoints the case was significant. It was the longest major strike in recent years. Some 1400 production employees walked off their jobs July 9, 1953 and did not come back for 45 weeks. The principal issue was a union demand to restrict the number of hats produced in company plants outside of Norwalk. The company stated its intention to keep its headquarters and main plants in Norwalk, but refused to give up its right to decide where and in what quantities it would make hats. Wages, hours, and working conditions were in no way issues in the strike. The striking employees eventually went back to work on virtually the same terms which had been offered to them before the strike began. The final contract recognizes the company's right to establish branch plants, and imposes no limitations upon the company's right to decide how many hats it will produce and at what plants. The story of the case is told with photostatic copies of newspaper clippings, union leaflets, com-

pany statements, etc. The evidence is grouped under such headings as the first eight months, as editors saw the case, new strategy adopted, the strike ends, and the strike in perspective.

A STORY OF PEOPLE AND PROGRESS is told in *Today*, the company yearbook published by Spaulding-Moss Company, of Boston. The 42-page book has hard covers and uses a second color. The layout rather resembles that of a college yearbook, and all the employees are pictured. The departments and activities are described, the history of the company is given and the various organizations are pictured and listed. The general manager, Philip B. Terry, in introducing the book says, "To each of us, this book is individually dedicated. . . .

Hoping we may never become so busy as to lose friendly touch with one another, we offer you this printed reminder of the many pleasant associations we all enjoy at Spaulding-Moss." Speaking of the history of the company, Mr. Terry says, "When draftsman Charles Spaulding first made blue prints for others in 1886 he started a true pioneering program that has carried through 67 consecutive years. . . . We have changed from a little one-man blue print shop to a sizable organization that . . . caters to the drafting and engineering needs of a wide segment of New England industry; and through its retail store supplies the requirements of local artists and architects." Any employee should be proud to possess such a yearbook, and will no doubt enjoy showing it to his family.

Looking Over the Employee Magazines

MAKE IT PERSONAL, AND YOU'LL MAKE IT READABLE. Every editor is familiar with this principle, but good examples are sometimes hard to find. Suppose you need to explain to your employees how their credit union operates. Such an explanation necessarily involves the use of dry facts and figures. If they see a story heavily loaded with rows of figures, about finances, the chances are they'll pass it by. "I get by all right—I'm not in debt—I don't need a loan," the employee tells himself and turns the page. So what does the smart editor do? He takes pictures. Pictures of a credit union? Pictures of a bank balance? Naturally not. No, he does what Wilson Ayers, editor of *Enka Voice* did. He takes pictures of what a credit union does, and how it operates. He showed employees applying for and receiving loans, usually assisted by presentable personnel from the credit union office; and then he showed pictures of employees in their new homes, built with the help of credit union loans, or working on farms financed by the credit union. New furniture, home improvements,

being enjoyed by credit union borrowers, can both be photographed. Pictures and captions catch the readers' attention and suggest ways in which the credit union may help them. The text sticks to the cold facts which are interesting enough as they stand, once the application is made in the mind of the employee.

Every company likes to remind its readers through its company magazine that the good life and high living standards enjoyed by employees are made possible for them by wise company management operating under the free enterprise system. How can an editor present this message without having it boomerang? Ayers has a fresh slant on this problem, too. He has published a series of articles in the *Enka Voice*, showing (mostly with pictures) how typical company employees live abroad. One article describes the life of a worker in Klingenburg, Germany. Pictures of the quaint Rhineland village where the worker lives are most appealing, and so is his story. After years as a prisoner of war, a displaced person and a wanderer, he found happiness

and security when he got work in the VGF plant, an affiliate of AKU, Enka's parent company in Holland. He helps his father-in-law in the vineyard during his off hours, and enjoys the product of his effort, a good red wine. He also raises angora rabbits. "Erhard is a good employee and is earning the best income of his life . . . he likes his work . . . he and his wife lead a substantial and full life." The pictures prove it. The American reader can hardly fail to feel a glow as he reads the article. Even abroad our fellow-employees never had it so good. Another article shows the cosy home of an English worker, shows him at work at the attractive, modern plant near Liverpool, emphasizes the fact that he is pleased to have steady work which offers good pay, pleasant working conditions, and benefits which few companies provide. It should be explained that these are not American employees working abroad. They are citizens of the country in which they work. The series is designed, according to the editor, to build better understanding between employees of American Enka and those of the parent AKU organization and its affiliates. This sort of article is an interesting, and worthwhile, variation on the theme suggested not long ago by E. M. White, president of Republic Steel, who urged American workers to write relatives and friends overseas, telling them about living and working conditions here. Reference was made to this suggestion in the December *Personnel Journal*.

WATCHDOGS OF PRODUCTION are described in an article in the *Kaiser Aluminum News*. Pictures of employees checking products make good action shots, and the text explains an interesting part of the production process. Most editors try to keep their employee-readers acquainted with what goes on in the rest of the plant. Morale is usually improved if workers can relate their own job to an important whole. The watchdog article is just a little dif-

ferent from the usual department description. It assures employees that every effort is made to guarantee the quality of the product they work on. The importance of the operation is stressed in the introduction: "Most large industrial plants in the U. S. employ some type of a security force for plant protection. They're the men wearing badges who check you through the gate in the morning, issue visitors' passes, and keep their eye on the plant 24 hours a day. But up at Kaiser Aluminum's Northwest plants at Tacoma, Mead and Trentwood, you'll find another kind of guard: 'watchdogs of production' whose business it is to guard the quality of the aluminum that's produced here." *The Kaiser Aluminum News* is an effective combination of external and internal magazine. The publication devotes more than half its space to descriptions of new and unusual uses of the product. Not all products would lend themselves so well to this kind of treatment, but aluminum is used in a variety of ways and there is plenty of material for stories. A new container for popcorn, light-weight boats, inexpensive trailers, windows with brains, all these things are of interest to every reader. An article describing an industrial product, and the way in which it speeds service and saves lives is written dramatically. Indirectly, all these stories add to the prestige of the company in the eyes of the employee, and increase his pride in the work he does, and that, of course, is good employee-editing. The editor of the *Kaiser Aluminum News* is Don Fabun, and his office is in the Kaiser Aluminum and Chemical Corporation Building, Oakland, California.

THE MAGIC WORD "You" gets top billing in an editorial which was published in the November *Colonial Ways*. The editor, John Hall, is well aware of the great advantage that industrial editors have over the commercial variety. Editors of house organs know their audience. They are well

acquainted with their readers and they know a good deal about them. His statement is frank and honest, and may well be useful to fellow editors. Here it is, in part: "Nearly all magazines are designed to be read by a selected audience. Even the so-called popular magazines with their varieties of articles and stories are edited for certain groups of people. The top ones, of course, choose the largest groups. As you may well know, *Colonial Ways* is designed to be read by Colonials—all Colonials. Everything in every issue is deliberately slanted to interest YOU, as a Colonial, a citizen, and as an individual . . . The problem, then, that the editors of your *Colonial Ways* face is not whom to interest as readers, but rather how to hold readers' interests throughout the 24 pages of each issue. Although we know of many who do, we assume that few Colonials read every word of every issue. For that reason we continually try to make *Colonial Ways* as interesting and as easy to read in as short a time as possible. We use a variety of ways of doing this. They include; clear, everyday words; sentences with only one thought; attention-getting and descriptive type story titles and news item headlines; pictures that tell a story within themselves; artists' drawings; cartoons and color." Editor Hall practices what he preaches. The lead article in the same issue is a picture story of a day in the life of a typical Colonial employee. It's told informally and well in the first person. "I'm a Colonial. I clerk in the produce department at Store No. 214 in Atlanta. My name is Ralph Long. . . ." Mr. Long tells his fellow employees about his family, his hopes, dreams, and ambitions, how he saves (each week I let the credit union withhold from my pay \$2.50 to invest in U. S. Savings Bonds and \$3.00 for the Christmas Club). He's in on the company's 11-way insurance plan and in four more years, at 30, he'll join the retirement plan. Good working conditions, friendly relations with other employees, job

security, all add up in a most convincing way in this piece, to job satisfaction, pride in the company, and belief in the American way of life. This one article has just about everything an editor could hope for. The closing caption helps get readership for the next issue: "This has been the first of a new *Colonial Ways* series. You, your family, your job, or your department may be next. Watch for *Colonial Ways* for December".

OF INTEREST TO COMPANIES WHO EMPLOY LOTS OF WOMEN is an experiment conducted by the Rexall Drug Company. Virginia Pence, editor of the *Rexall Square News*, explains that the program was experimental, although in line with customary efforts to provide outlets for "extra-curricular" interests. Aside from two fashion shows held each year, the charm clinic has been the only try at an all-female activity. Its reception surprised everyone: more than half of the women employees attended and —more important— they stayed with the series through six meetings on their own time. According to the report in the *News*, Rexall was proud to be able, in collaboration with the Employee Association, to arrange for the Charm Clinic. "We, like the modern woman in business and industry, know that poise, appearance, and health contribute toward her ability to obtain—and retain—a job." The course was conducted at company expense. Rexall was well repaid by the increased efficiency and improved morale resulting from the course. Albert Crawford, who heads the tabulating department and has 17 charm clinic alumnae in his office, said, "It was a tremendous morale booster—and of course interest in the job goes hand in hand with good morale. There was so much talk about the course the men felt they were involved in it, too." Sessions were scheduled on six consecutive Tuesdays, after work, in the company cafeteria. Included were pointers on posture, exercises, diet, skin care, make-up, hair styling, wardrobe planning.

HELP WANTED

LARGE OIL COMPANY IN VENEZUELA desires training supervisor with background in development, presentation, supervision of vocational training programs. Aids in conducting, evaluating surveys or research to determine vocational training needs. Minimum experience in industry five years. Age limit 35. Degree in education or equivalent. Send full educational background and experience details. Reply Box 326.

POSITIONS WANTED

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level in New York Metropolitan area. Age 33, veteran, married, 2 children. Present salary \$7,000. Reply Box 310.

ADMIN. ASSISTANT TO INDUSTRIAL RELATIONS DIRECTOR: Male, age 34, Veteran. Married. 2 children. B.A. liberal arts, major economics. 9 years general experience, 6 years personnel representative, Job analyst and Admin. head.—IBM installation. Desire a challenging position with increasing responsibility. Resume on request. Reply Box 313.

INDUSTRIAL RELATIONS: Experience in personnel administration in metal working plant, supervisory training, college teaching. Want challenging position in Training, Personnel Research, Selection & Placement or Salary & Wage Administration. MS Degree. Age 37. Prefer East. Reply Box 315.

INDUSTRIAL RELATIONS MANAGER: Presently employed in Pennsylvania. Desires to relocate in the Pacific Northwest or the Mountain States area. Broad experience in management organization and administration, labor relations, employee benefits, salary and wage administration, etc. Thorough background in Atomic Energy regulations and policy. Age 35, married. BA Liberal Arts. Present salary \$10,000. Resume on request. Reply Box 317.

INDUSTRIAL RELATIONS: B.S. Business Admin. Past 5 years. Personnel and Labor Relations foreign and U.S.A. Presently Chief, Salary and Wage Administrator for major construction firm. Desire responsible, permanent position with manufacturing firm. Will relocate. Veteran, age 29, married. 1 child. Detailed resume on request. Reply Box 319.

PERSONNEL ADMINISTRATION: A woman, at present in a staff position with a major company, desires a more challenging position with a small or medium-size company. 11 years of personnel assignments, following teaching experience, in job testing and counseling, recruiting, exit interviewing, personnel research and program development. Programs developed include employment procedures and programs for new employees, resulting in significant reduction of "quit" rate. M.A. degree plus additional university work for personnel. Mature judgment. Capable of setting up and supervising Personnel Dept., or, in a large firm of assisting. Now located in Chicago area. Will remain in area or relocate. Reply Box 320.

PERSONNEL OR TRAINING DIRECTOR: Currently personnel director national social service organization. Excellent education and experience in multi-unit personnel administration, supervision, human relationships, training. Published writer. Accomplished speaker and discussion leader. Imaginative. Initiative. Man of integrity, honesty, loyalty, potential. Ex-naval officer. Best references. Have reached maximum advancement present employer. Reply Box 321.

INDUSTRIAL TRAINING OR PERSONNEL WORK: 6 years experience in training, counseling and testing at all supervisory levels. Desire opportunity with increasing responsibility in progressive firm. Prefer midwest or eastern location. Age 36—married. 2 children. Reply Box 322.

PERSONNEL ASSISTANT: 27 years of age, BBA degree. Thoroughly experienced in all phases of personnel procedure including interviewing, selection, induction and training procedures, job analysis, merit ratings, employee grievances and counseling and maintenance of the personnel records. Presently employed as assistant to the Personnel Manager in a medium-sized manufacturing and merchandising firm in the greater New York area, but seeking broader horizons. Reply Box 323.

PERSONNEL ADMINISTRATOR: B.S. Engr. (Yale University) graduate work in Industrial Personnel Mgmt. (Columbia University) Veteran. Married. 10 years experience with Federal Government (Technical employment). Would like opportunity in industry. Reply Box 324.

INDUSTRIAL PSYCHOLOGIST DESIRES TO RELOCATE. Southwest or west preferred. BA Industrial Psychology, now completing thesis as last requirement for MA. 3½ years experience: job evaluation, testing, performance evaluation, training. Presently employed in oil industry. Age: 28, married, Veteran. Reply Box 325.

PERSONNEL JOURNAL



April 1955

Volume 33 Number 11

Developing Leadership Status
Among Supervisors

Eugene Emerson Jennings

Take Another Look at Personnel
Testing: It Can Cut Your Costs

Michael J. Balma

Erosion of Management Prerogatives

Louis Baldwin

Work Sheet Helps Supervisors
Talk Constructively With Employees

John J. Grela

Medical Care Pays Big

Kenneth Cleland Peacock, M.D.

Love Letter to a Factory

By PHYLLIS MCGINLEY

Hoist high the glass!
Ah! Let us drink
To General Brass
And Machine Works, Inc.
Where every hand
Who earns his pay
Can sleep till noon on his natal day.

From tropic blaze
To arctic bound'ry,
Who will not praise
This noble foundry,
Which crowns its workers
Of either sex
Each a Regina or a Rex?

For what's the best
Of benefits worth
Compared to a rest
On the day of one's birth?
What is overtime?
What's a bonus?
Here is a gift without an onus—
The only holiday ever designed
To be enjoyed with a peaceful mind.

Humanity strains
Its Christmas powers,
Assembling trains
In the little hours.
The Fourth's unsafe
For a car to get out.
Memorial Day, it's always wet out.
Labor Day's hot, the New Year's infirm,
Washington's feast invites the germ,
While the turkey hid in Thanksgiving's
straw
Is having to dine with one's brothers-in-
law.
But a man's a king
Who sits and rocks
While the rest of the world is punching
clocks.

So shout it to Lewis,
Cry it to Quill—
A job to do is
Before them still.
Away with pensions!
Let's all set sights
Toward big conventions
On Birthday Rights.
Tell Hoosier, Alaskan
Cape Codder, Mohican:
What General Brass can
Do, A. T. & T. can,
Detroit can, Milan can,
And Steel can and Silk can,
American Can can
And Carnation Milk can,
Till, idling legal,
His personal morn,
Every man's regal
And glad he was born.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 33

Number 11

Contents for April, 1955

<i>Conference Calendar</i>	402
<i>Editor to Reader</i>	403
<i>Articles</i>	
Developing Leadership Status Among Supervisors Eugene Emerson Jennings	406
Take Another Look At Personnel Testing: It Can Cut Your Costs Michael J. Balma	410
Erosion of Management Prerogatives Louis Baldwin	414
Work Sheet Helps Supervisors Talk Constructively with Employees John J. Grela	417
Medical Care Pays Big Kenneth Cleland Peacock, M.D.	423
<i>Books Reviewed</i>	425
<i>Personnel Research</i> Reviewed by Margaret W. Moore, Ph.D.	426
<i>Across the Editor's Desk</i> Gleanings by Dorothy Bonnell	
With the Local Personnel Associations	428
Attending the Conferences and Courses	430
Among People in Personnel	431
What's New in Publications	432
Looking Over the Employee Magazines	433
<i>About the Authors</i>	409
<i>Help Wanted and Positions Wanted</i>	436
<i>Index of PERSONNEL JOURNAL Volume 33</i>	437

EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

Conference Calendar

APRIL

- 19-20 Berkeley, Calif. Claremont Hotel
California Personnel Management Assn. 33rd Pacific Coast Management Conference. California Personnel Management Assn. 5th Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley, Calif.
- 21-22 Chattanooga, Tenn. Read House
University of Tennessee and Tennessee Industries. 18th Annual Industrial Personnel Conference. Coordinator of Conferences, Room 101, Perkins Hall, Univ. of Tennessee, Knoxville, Tenn.
- 21-23 St. Louis, Mo. Chase-Park Plaza Hotels.
International Association of Personnel Women. Annual Conference. Mrs. Audrey Lee Stone, Schlumberger Well Surveying Corp., Houston, Texas.
- 25-29 Buffalo, New York. Memorial Auditorium
American Association of Industrial Nurses. Annual Industrial Health Conference
Edith W. Reynolds, R.N. 313 West 57th Street, New York 19, N. Y.

MAY

- 6-7 Houston, Texas. Rice Hotel
Southwest Area Conference. Industrial Relations. Publicity Chairman, Leonard Patillo, Houston Chamber of Commerce, Commerce Bldg. Houston, Texas.
- 11 Kansas City, Mo. Hotel Muehlebach
Personnel Management Association of Greater Kansas City. Second Annual Heart of America Regional Personnel Conference. Chairman, B. V. Alton, Director of Personnel, Business Men's Assurance Co., 215 W. Pershing Road, Kansas City, Mo.
- 11-12 Washington, D. C. Hotel Statler
Society for Personnel Administration. Annual Conference. William E. Rowland, 1507 Paula Drive, Silver Spring, Md.
- 19-20 New York, N. Y. Waldorf-Astoria
National Industrial Conference Board. General Session and 39th Annual Meeting.
247 Park Avenue, New York 17, N. Y.
- 22-26 Toronto, Canada. Royal York Hotel.
National Office Management Association. 36th International Conference.
NOMA, 132 W. Cheltenham Ave., Phila. 44, Pa.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Editorial and General offices, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$5.00 per year (11 issues), \$9.00 for 2 years, \$13 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries, \$6.00 per year, \$11.00 two years, \$16.00 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

MONOPOLY IS A LOOSE WORD. Some monopolies are very effective even though they embrace only a minor part of their industry. The number of mergers has been increasing to a point which begins to raise the question of effective monopoly. In some industries, the smaller companies simply cannot survive. It is beginning to look as though in a number of industries this trend has gone beyond the point of public advantage.

As a management specialist I cannot agree that the largest companies are necessarily the most efficient. Sometimes their superior advantage rests on sheer size or on some other element of uniqueness and not on efficiency. In fact, it is an open question as to whether the largest corporations can be as functionally efficient as the smaller ones.

At any rate, it is just a little bit alarming to watch while many smaller companies are being swallowed up. I don't know what we as personnel administration people can do about it.

EVERY MAN WANTS RECOGNITION AND EVERY MAN NEEDS PRAISE. We have been privileged to read an interesting talk by Paul E. Hensel, Vice President, Personnel, of the Central Soya Company of Fort Wayne, Indiana. The title he used was "Perfect Customer and Employee Relations". His talk was a discussion of the power of praise, judiciously used. He links this with customer service, on the understanding that good business flows from good customer relations and customer appreciation. In turn, men in the organization will exert themselves for the customer all the better if they receive judicious praise now and then.

Mr. Hensel's theme strikes a loud note with me, for I worked for some years for

one of the finest of bosses. He had, however, one serious fault; only once in the ten years I worked directly under him did he ever praise and then he was quite restrained about it. I came more and more to feel the lack of a word of appreciation, in spite of the fact that I knew that he was fair and that he understood I was doing a good job.

Perhaps this is the place to mention something else, which my friend Ernie Siggins told me the other day. He described a method of recording the facts about employee performance in a most useful way. The plan was that, every time one of your employees does something that is either above or below standard, you are to make a note of it on a form provided for the purpose. On one side of the form, the printing is in red, and on the other side in blue. If the act is on the plus side, you record it on the blue space and, if it is below standard, you record it on the red side. The accumulation of these reports forms a factual record of the quality of the employee's work and serves as a basis for an annual review. This method is what has come to be known as the "critical incident technique" (why technique, I do not know). Its development is credited to Dr. John C. Flanagan, Professor of Psychology at the University of Pittsburgh. It is a rule that the incident must be recorded within 24 hours of the time it occurred.

Ernie reports that, when the process was first used, the red items predominated, but after a while the employees who were being rated began to take notice. This would occur particularly when they were being transferred or when they were being laid off or resigning, or when they were candidates for promotion. He said when the process became thoroughly understood, employees used to seek opportunities to do something "above and beyond the call

of duty" in order to establish a good record. After several years use, the blue reports overtook the red ones and the balance now is better than 6 to 1. Here, surely is a form of practical "appreciation" which has, as Mr. Hensel puts it, "praise as a dynamic accelerating force".

COORDINATION IS THE BASIS OF ALL WELL-ORGANIZED HUMAN ACTIVITY. So said Mary Parker Follett. Her entire life was devoted to the development and study, and finally to the clear exposition, of this most important principle of organized human effort.

I have long been an admirer of Miss Follett's work, and a recent rereading of some of her writings has renewed my enthusiasm for her ideas. Her philosophy was that any enduring society or any continuously productive industrial organization must be grounded upon a recognition of the motivating desires of the individual and of the group. She sought in every way possible to make it clear that it should be the purpose of intelligent organization and administration of industry to work toward an honest integration of all points of view in order that every individual might be energized and become an effective part of his group—and of society as a whole—and that he be made to count as a person.

Miss Follett was a great student of the modern sciences and in her later years particularly of psychology and biology. As she said: "The last word in science—in biology—is the principle of unifying". She had much to say about this principle of unity—of dealing with things as a whole. She quotes from a biological chemist, Professor Henderson, who says that "we have to study a whole as a whole, not only through an analysis of its constituents". Henderson was always looking at the functioning of a whole as the adapting and integrating of parts, and Miss Follett asks if that is not the chief job of the organization engineer. What was perhaps her best

book, "Creative Experience", written in 1924, deals largely with what she calls the principle of integration, in connection with which she has much to say about recognizing the "full integrity of the individual".

Integration, she says, is "the active principle of human intercourse scientifically lived". She goes on to point out that, when differing interests meet, they need not oppose but only confront each other. This confronting of interests may result in one of four things: 1. voluntary submission of one side; 2. struggle and the victory of one side over the other; 3. compromise; or 4. integration.

She goes on to point out that voluntary submission involves domination of one side over the other and this cannot lead to any constructive resolution of issues nor can struggle and the victory of one side over the other. "But compromise, too, is temporary and futile. It usually means merely a postponement of the issue. The truth does not lie 'between' the two sides." She then goes on to elaborate on her meaning of "integration". The primary thesis of the entire book, then, is her discussion of the meaning and accomplishment of the integration of what at first glance seem to be mutually conflicting desires. That conflict can be resolved when some solution is achieved which takes as its starting point the needs of both groups and fuses them into a new purpose which satisfies both and perhaps adds something else as well.

She objects to compromise also on the ground that it sacrifices the integrity of the individual. A balance of power achieved by compromise merely rearranges what already exists; it produces no new values. No better life for men, she says, will ever be the fruit of such doctrine, and goes on to say "We need a technique of human relations based on the preservation of the integrity of the individual". The purpose of her book "Creative Experience" is, she says, to seek a way by which desires may interweave; by which the full integrity of

the individual shall be one with social progress.

And when she talks about unionism and capitalism, she says "We do not want capitalism to adjust itself to trade unionism; we want something better than either of these. We want the plus values of the conflict."

And where does all this discussion apply to industry? "Industry is the most important field of human activity, and management is a fundamental element of industry."

She finally arrived at four principles, which express her view of organization. She expresses them like this:

- "1. Coordination by direct contact of the responsible people concerned.
- "2. Coordination in the early stages.
- "3. Coordination as a reciprocal relating of all the features in a situation.
- "4. Coordination as a continuing process."

These four principles were explained and illustrated in detail by Miss Follett in a paper presented in 1932, the year before her death, called "Individualism in a Planned Society". Here she is talking about administration in management, both national and industrial, and this paper is well worth close study by anyone interested in industrial management. It was part of a book published in 1942 under the title "Dynamic Administration: The Collected Papers of Mary Parker Follett". This was put together and carefully edited by Henry C. Metcalf, one of the pioneers in personnel administration, and L. Urwick, a British consultant who has written widely on management subjects. A valuable addition to the book is a complete bibliography of all known publications by Mary Parker Follett, most of which appeared between 1913 and 1932.

Every personnel administrator is interested in leadership organization and management and he will benefit from a close

acquaintance with the thinking of Mary Parker Follett.

A GREAT DEAL OF MY CONSULTING WORK revolves around what is the correct pay. The problem appears in its most acute form among engineers. I was interested to read recently a statement by Dr. Blake R. Van Leer. He told the members of a military industrial conference in Chicago in January that, while managers, salesmen, actors, football players and other groups are amply rewarded both with salaries and honors, there is a tendency to overlook the engineers and scientists. This statement is accompanied by much comment on the shortage of engineers, with occasional reference to the greater emphasis which Russia places on engineering training.

The vice president of a large engineering corporation told me recently that he thought we are grossly underpaying the man newly graduated from engineering colleges. He supports his view by pointing to the very rapid progress that many of them make in their first few years in business. He thinks we ought to start at a higher level of pay and not move so rapidly in the first few years of work. I am not sure whether he is confusing the "cream of the crop" with engineers as a whole. I have a feeling that nature will take care of it because the top men of their classes will be in such demand that somebody will pay them more than they will the general run of engineering graduates.

However, there is enough dissatisfaction with pay for engineers to make one wonder whether a different pay schedule would automatically cause the shortage in engineering talent to be self-correcting.

Ned Hay

Developing Leadership Status Among Supervisors

By EUGENE EMERSON JENNINGS
Associate Professor of Management
Michigan State College, East Lansing

SOME ideas about human relations, though they appear obvious, deserve study. I came across one such idea while counseling a group of supervisors in a large factory recently. I noted that many of the supervisors seemed as much concerned with their status among fellow supervisors as they were with recognition from their bosses.

This simple observation led me to speculate whether supervisors could be trained to lead their workers better, by training them to be leaders among their equals. In other words, couldn't the desire to be leaders on the job be cultivated in a program in which they were in friendly competition with other supervisors?

To try out the idea, the method used was Forced Leadership Training, which has been reported in previous articles.¹ Briefly, this method consists of taking a group of twenty trainees and, after developing a human relations case study and before inviting solutions, dividing the trainees at random into sub-groups of four or five each. These sub-groups are sent to separate places. Within a given time, each sub-group is to bring back and present a solution before the whole group.

Following this method, no one is designated as leader for any sub-group discussion. Yet, after getting into their private huddles, someone in each group will attempt to get things started and to guide

One way to make a supervisor a better leader of his workers is to build his self-confidence and give him practice as a leader among his fellow supervisors in a training program. The author tells how this was done by the "forced leadership" method described in previous PJ articles, and how the results were assessed.

the group's thinking through to a solution. Experience has shown that this "leader" will probably present the group's solution before the whole assembly when the time comes.

In the second session the same procedure is used with a different human relations problem. The so-called leaders of the first session are put into one sub-group while the remaining foremen are randomly distributed into several other sub-groups. Thus, another opportunity is afforded each non-leader to guide his group toward a solution. In the third and following sessions, the process continues until not more than two or three non-leaders remain.

With this method in mind, the first job was to develop the criteria of leadership status. For this investigation the criterion was whether or not other trainees recognized improved leadership in any trainee. Opinions were obtained before and after training from each trainee by sociometric choice, administered upon the basis of the following questions:

¹ See monograph entitled "Participation Techniques in Training", published by Personnel Journal, Swarthmore, Pa., or Personnel Journal, "Forced Leadership Training", October, 1952 and "Advantages of Forced Leadership Training", May, 1953.

1. List three people in the group whom you would want as the discussion leader.
2. List three people you would want as a companion to go to lunch with.
3. List three people you would want as your superior.

These choices were recorded for each member and added together for a total score. These totals were arranged in rank order as shown in the table from most often mentioned (herein called socio-leaders, in contrast to discussion leaders that came forth from the FLT procedure) to the least-often mentioned (isolates). The procedure was done a week before the FLT program and a week after its completion.

The results indicate that the trainees who were recognized as socio-leaders, as identified by the sociometric tests, before the training program were still generally recognized as socio-leaders after the training program.

<i>Trainees</i>	<i>Before Trng. Sociometric Totals</i>	<i>Rank</i>	<i>After Trng. Sociometric Totals</i>	<i>Rank</i>
1	9	1	5	2½
2	8	2½	4	6
3	8	2½	5	2½
4	5	4	4	6
5	4	5½	5	2½
6	4	5½	3	9
7	3	8½	2	13½
8	3	8½	5	2½
9	3	8½	2	13½
10	3	8½	2	13½
11	2	11	4	6
12	1	12½	3	9
13	1	12½	2	13½
14	0	16	2	13½
15	0	16	3	9
16	0	16	0	17½
17	0	16	2	13½
18	0	16	0	17½

But the table shows that, in addition to the trainees recognized as socio-leaders before the training, others were recognized after the program. The rank-order correlation is .58. Also some who had little or no recognition as socio-leaders before, were more highly recognized after. Three trainees stood out as socio-leaders in the before-

training evaluation, while five men were not so recognized at all. Only two of the latter showed no improvement after the program. Four of the men after the program had scores comparable to those of the three leaders.

In other words, the after-training choices of the group indicated a spreading out of socio-leadership status. Insofar as recognition by others indicates such status, it seems that "forced leadership training" develops it.

METHOD FOUND TO WORK BETTER

Do other training methods create leadership status among the trainees? The answer with regard to conference leadership is that they do not seem to, at least not as much. I have several times administered similar sociometric tests before and after a series of conference-led sessions, and the results were very different. In one case the socio-leaders and non-leaders remained the same, with little improvement. In another case leaders became greater leaders and non-leaders became more pronounced non-leaders. In no case did conference-led training produce a comparable spreading out of leadership status.

In addition to the widening of leadership status, perhaps the inner workings of the groups as leadership develops might be reported. For example, two of the three socio-leaders in the before-training evaluation were two of the four trainees who were found to be the socio-leaders of the subgroups the first time the group was subdivided. This was expected, since after the first division each trainee had equal opportunity to pick his associates in his subgroup. It is also interesting to note that all four of the first group leaders were in the upper half of the ranking.

This suggests that the first subdividing of the whole group does not create exactly a leaderless situation. The discussion leaders of the first sub-groups are indirectly chosen by the group members as they pick their

associates. They usually are the socio-leaders. Furthermore, the time taken by the first sub-group is usually much less than that taken by the following sub-groups, when a time limit is not placed. This indicates less time spent on forming leadership responsibility. Also, the discussion leaders of the first groups are more confident that they can speak for their groups when they return from their private sessions to report their solutions. In other words, they are more sure of their leadership status.

However, in the second session of the sub-groups the going is rougher because leadership status is less defined. The trainees do not easily recognize a leader. Their choices depend upon how well someone can make them feel group sensitivity.

With regard to the first set of discussion leaders, when in the second session they are put into a group by themselves seldom does an outstanding discussion leader arise. No one really feels clearly that his leadership status is greater than that of the others. Usually the session is characterized by an orderly presentation of opinions and direction toward agreement is generally orderly.

LEADERSHIP SPREADS OVER GROUP

Although my research is only begun on this phase of forced leadership training, I am impressed by the tendency, as each lot of discussion leaders are grouped together, for them to play less individualistic roles as discussion leaders than they played in their preceding groups. Thus, the leadership function tends to spread out more over the entire group as the trainees proceed through the program.

In this study, I also considered what conditions of leadership brought forth the best solutions. The six sessions produced twenty-four solutions. Nineteen of these were ranked by the group from best to poorest.

The results show that the solutions most highly agreed upon came from sub-

groups whose discussion leaders had emerged from the third, fourth and fifth groupings. The first, second and sixth quartets of discussion leaders did not present solutions that were as highly agreed upon as best. Furthermore, the best-liked solutions came from groups which were composed of previous discussion leaders, and not from groups composed of those who were at first reluctant to be leaders. For example, in the third session, the two most favored solutions came from two groups of men who had been leaders of previous sessions. In the fourth session, of the five reported, the three best-liked solutions came from sub-groups composed of previous leaders. However, by the fifth session almost everyone had been a discussion leader and I could not tell how the best solution was developed.

TWO LEADERS PER GROUP BEST

At this point, I interviewed the members of several sub-groups which had developed best-liked solutions. I found that the best solutions were arrived at when there were two or three group leaders, but not more. The ideal seemed to be two. Several trainees remarked that, when one person (the task leader) suggested, hypothesized and created ideas, opinions and solutions, the best solution came when another person (social leader) interpreted and integrated the leader's ideas with those of the other members. The latter tended to mould the members into a group, while the task leader tended to move the group toward a solution. This possibility is supported by the research of Robert F. Bales. He described in the *Harvard Business Review*—"In Conference", Vol. 32, No. 2, 1954—the desirability of having in conferences both a task leader and a social leader. These terms are accredited to him.

When more than two people played either or both roles the best-liked solution was not likely to develop. Furthermore, the members believed, when leadership was

held tightly in the hands of one man, there was less chance to develop the best solution. But the chances for a good solution were better in a group led by one man than in a group led by more than two.

A number of members reported that they caught on right away that, in order to present the best solution and have it adopted by the whole group, they had to be sure that everyone agreed there were no better ideas. In some cases, they had to encourage others to present ideas when they

were reluctant to do so. By so doing, they improved their chances of having a winning solution at the meeting of the whole group.

In conclusion, forced leadership training seemed to develop and spread leadership status among the trainees. This was considered desirable because one aim of a leadership training program is to develop trainees' status with each other. This objective is not as nebulous as attempting to develop the trainees' leadership with respect to their subordinates.

About the Authors

Eugene Emerson Jennings is Associate Professor of Management at Michigan State College, East Lansing, Mich. He has a Ph.D. in Personnel from the State University of Iowa. His article in this issue will remind many readers of his series of five articles published in *PJ* in 1952 and 1953 and subsequently brought out in a single reprint entitled "Participation Techniques in Training", at 50¢ a copy.

Michael J. Balma is a Specialist-Personnel Measurements in the Evandale Operating Department, Aircraft Gas Turbine Division, of General Electric Company at Evendale, Ohio. His duties include personnel testing, supervisory selection, performance appraisals, attitude surveys, manpower planning system, and special statistical studies for departments having about 12,000 people. Mr. Balma majored in Industrial Psychology at Purdue and has a Ph.D. from that university. He was a Research Fellow there, and a Research Associate at Alabama Polytechnic. He is currently teaching Labor Relations at Chase College, Cincinnati.

Louis Baldwin is Personnel Assistant with a large midwestern utility company. He took his

B.A. at DePaul University, his M.A. in English at University of Chicago. In his background is quite a spell of teaching commercial writing and business correspondence at De Paul's College of Commerce; several years in the U. S. Army Signal Corps, chiefly in cryptography; a good deal of free-lance writing and some editing.

John J. Grela is engaged in consulting work in various fields of management. He received his training in psychology at the University of Rochester and is a member of the American Psychological Association. His experience is extensive in the personnel field, as training director and eventually as director of personnel for the Department of the Army at Heidelberg, Germany, until 1951.

Kenneth Cleland Peacock, M.D., is a New York surgeon directing a private medical group servicing all phases of diagnosis and treatment, particularly relating to industry, both companies and individuals. He is an Associate Professor of Surgery at New York Medical College, a Fellow of at least six professional groups. His consulting group serves a number of well-known companies.

Take Another Look at Personnel Testing: It Can Cut Your Costs

By MICHAEL J. BALMA, Training Specialist
Aircraft Gas Turbine Division
General Electric Company, Cincinnati

TESTING can be of use to industry and business, but it doesn't *have* to be. There are times when testing just isn't practical or useful, and there are times when use of the proper tests will work wonders for management. Tests should *not always be used* in employment and personnel offices, but tests should *always be considered* in the light of how much they can actually help in any particular case.

In making up your mind whether or not tests can help you, several questions should be answered to your satisfaction:

1. *Do you need tests?* One company engaged in the manufacture of diamond dies had 11 men on the job of drilling. These men were engaged in the process of drilling holes through industrial diamonds. The obvious misfits, floaters, ne'er-do-wells, and disinterested were never hired.

The 11 men in question were chosen because, in terms of the usual employment procedures, they seemed to be good prospects. A later analysis of their production records, however, revealed important differences in their individual output.

The following list shows the number of dies that each man drilled in a six-week period:

Employee	No. of Dies
A	741
B	572
C	519
D	498
E	456
F	436
G	419
H	372
I	342
J	304
K	288

People who seem equally good when you interview them may differ greatly in their performance on the job. Well-chosen tests, validated for your special requirements, can help you identify candidates who are most likely to make good. A sound testing program, the author points out, can greatly reduce your training costs and eventually boost your average production per employee.

Note that one worker processed 741 dies while another processed only 288. The group average was approximately 450; if this is considered 100%, the best man produced 65% above average, and the poorest man 36% below average. Stated another way, the best worker produced about 2½ times as much as the poorest worker in the group.

Despite careful pre-employment screening this is the range of ability found time and time again in industry. The example given shows a quantity difference, but a similar range could be shown for quality of work performed. Only the very obvious misfits are eliminated by normal interviewing. In the case cited, tests would be useful if they could help select more A, B, C, and D employees and fewer H, I, J, and K employees.

Reprinted from FACTORY MANAGEMENT AND MAINTENANCE, November, 1954. Copyright by McGraw-Hill Publishing Company, Inc.

Ask yourself how much these individual differences cost in terms of lost production. How much more money your company could make if you had *more* of the *high* producers and *fewer* of the *low* producers. This production loss can be a staggering sum. Tests can help you reduce it if they can lower the number of "below-average" employees.

TESTS REDUCE TRAINING COSTS

In another situation where no tests were used and trainees were selected by the usual personal interview, the training cost per successful trainee was about \$690. Then a testing procedure was initiated. Results were that the higher a candidate scored on a test, the cheaper it became to train him. Lowest cost, \$430 per successful worker, was reached when only those who scored better than 110 on the test (150 points were possible) were hired.

But as the company began to limit hiring to those who made higher and higher scores, total training costs rose sharply again because of the high cost of testing and interviewing so many applicants in order to find those who could qualify. There is an optimum point in selection where it costs more to find the best men than to train less capable ones.

2. *How can you tell if a test can help?*

There are two basic methods: the present employee and the follow-up method. The present employee method is used more frequently and gets results more quickly; it consists of five easy-to-follow steps.

a. Analyze the job to aid in identifying the skills and abilities required for success.

b. Select tests to try out on basis of the analysis.

c. Identify success and non-success (desirable-undesirable) groups of present employees.

d. Administer tests to both groups.

e. Compare test scores of desirable and undesirable groups.

If the scores of the two groups are the

same, then it's obvious that the test cannot distinguish between people in the two groups. If there's a consistent difference in group scores, it can mean tests will help you.

Such an analysis is shown by a testing program for "all-round" mechanics in an artificial ice plant.

TESTING THE WORTH OF TESTS

The supervisors of these mechanics evaluated and placed them in two groups; those who had done well on the job and those who had not. This was on the basis of the supervisors' everyday contact with the work the mechanics were turning out. The men were then given a mechanical ability test. For the successful group, the mean test score was computed by adding together each person's test score and dividing by the number of mechanics in that group. The same was done for the non-successful group.

The following are the actual scores and ratings (*s* is successful; *u* is unsuccessful):

Test Score	Rating
114	s
106	s
104	s
102	s
101	s
96	s
95	s
93	s
93	u
89	u
88	s
85	s
85	u
81	u
71	u

The mean test score of the *s* group is 98.4, and of the *u* group 83.5—a significant difference.

Next step is to divide the group in half, high scorers and low scorers (broken line). Calculate percentage of high scorers who are successful (100%); do likewise for the low group (37.5%).

The percentages of current employees who are considered satisfactory in each

test score category tell you what to expect in the future. Given the same standards of success, it tells you the *approximate* per cent of new hires in each score category you can expect to be satisfactory. It tells you the chances a new hire will have for success, e.g., of those you hire who score 95 or above, *almost* all will succeed, while those you hire who score 94 or below will have only *about* 38 chances in 100 to succeed. Stated another way, if you hire 10 who score 94 or below, only about 4 will be successful, while if you hire 10 who score 95 or above, about 10 will be successful.

It's obvious that if this company were to select for the job only those who scored 95 or above, they would not be likely to select "below-average" mechanics. It's also true that it is not always possible to hire *only* those who score 95 or better, due to a tight or fluctuating labor market.

But when you do have a choice, other characteristics—such as personal interview considerations—being equal, the higher the job applicant scores on this test, the more likely he is to be rated above average on the job.

By such a simple procedure, you can determine the *facts* about whether or not a test will help you. You don't have to take a chance on a test; you can find out.

DON'T BUY TESTS BY LABELS

Don't be misled. If you can't demonstrate the value of tests in your own plant for your particular purpose, you can never tell whether or not they're helping you. Simply because a test is labeled as a test of supervisory ability doesn't mean it will predict success or failure of the supervisors in your plant. You can make a simple evaluation of the test in a short time and know exactly how much the test helps you.

The follow-up method works the same way to tell you whether or not the tests help you to select better employees.

3. *How much will tests help you?* Some people say tests are no good at all because

they may fail to predict the success of any one individual. At this stage of development of the science, there is no technique that will predict accurately for individuals. Everyone knows of someone who made a good score and was thought to be a good applicant, but who subsequently fell flat, and of someone who didn't do well on a test and became the best in the plant.

Tests, interviews, and any other techniques of selection can only be evaluated on the basis of "average" success. You wouldn't consider evaluating a baseball player on the basis of one time at bat. Rather, you would evaluate him on his batting "average" for the season. You evaluate testing, then, by determining how well it succeeds with a group.

TESTS CAN'T DO WHOLE JOB

Tests are sometimes misrepresented. Individuals inexperienced in the use of tests have often been led to believe that they will accomplish much more than can rightfully be expected of them. No single test or combination of tests will ever do a perfect job. There are far too many "other" factors contributing to job success than a test can predict.

Don't expect perfection. If you can show that, by the use of tests as an aid to the interview, you can select people who on the average are even a little "better" than those selected without, then the additional expense of using the test may be justified. Never use a test that doesn't pay its way; but don't expect perfection from it either.

4. *Does testing replace interviewing?* No! No test or testing program has, and probably never will, effectively replace personal interviewing in the employment office or by the supervisor. Tests are aids, supplements to the interview, not replacements. In predicting success on the job you still have the same information as without tests, but now you have the applicant's score on a test that has been shown to be related to job success in your plant. You simply have

more information about the person on which to base your selection. Add testing to your present program; don't substitute testing for it.

5. *How do you go about selecting tests to try out?* Selecting tests for tryout, is one of the most important phases of testing. For reasons of efficiency and practicality, it's necessary to try out those tests that hold the most promise for success. It would be impossible to list here a comprehensive resume of possible predictors and their uses in the past. But bibliographies on tests and their uses (next column) will guide you in your selection.

HOW SELECT THE BEST TESTS?

Job analysis of the requirements for success is the key to the selection of tests. Success is defined any one or more of a number of different ways; staying on the job, regular attendance, promotability, production, waste, attitude, ad infinitum.

However success is defined, the job analysis must identify those skills, abilities or attitudes necessary for success. Such job requirements as motor and sensory skills; perceptual, memory and verbal skills; mechanical and clerical skills must be rated as to the degree of their importance. The necessities of the work situation must be evaluated in terms of specific demands.

Once these skills, abilities and/or attitudes are discovered, tests can be selected. They can be selected on logical grounds, based on (1) what specific tests are supposed to measure and what the author claims in the manual, and (2) studies done with the tests, reporting where and how they have and have not worked.

Selection is made by fitting this previous experience to your particular needs as shown by the job analysis. There is no formula for selection, since there are thousands of tests that have been used in many more thousands of situations. Without experience, you must rely upon test records.

The following are, or include, compre-

hensive bibliographies of tests and their uses:

Buros, O. K., *Fourth Mental Measurements Yearbook*, 1953, The Gryphon Press, Highland Park, N. J.

Dorcus, R. M., and Jones, M. J., *Handbook of Employee Selection*, 1950, McGraw-Hill, New York.

Tiffin, Joseph. *Industrial Psychology*, 1952, Prentice-Hall, New York.

Lawshe, C. H. *Principles of Personnel Testing*, 1948, McGraw-Hill, New York.

The Small Business Administration of the United States government lists as reliable sources of tests the following publishers:

Aptitude Test Service, Box 239, Swarthmore, Pa.

California Test Bureau, 5916 Hollywood Blvd., Los Angeles 28.

Cooperative Test Division, Education Testing Service, Princeton, N. J.

Houghton Mifflin Company, 2 Park St., Boston 7.

Industrial Psychology, Inc., Box 6056, Tucson 6, Ariz.

Institute for Personality and Ability Testing, 1608 Coronado Drive, Champaign, Ill.

Psychological Corporation, 522 Fifth Ave., New York 18.

Science Research Associates, Inc., 57 West Grand Ave., Chicago.

Stanford University Press, Stanford, Calif.

C. H. Stoelting Company, 424 North Homan Ave., Chicago 24.

United States Employment Service, Washington, D. C.

World Book Company, 313 Park Hill Ave., Yonkers 5, N. Y.

Caution. This article is not designed to make you an expert in testing. Its purpose is to help you understand some of its ins and outs, pitfalls, misconceptions, possibilities, and uses.

Here's a case in point. A medium-sized company developed a tailor-made testing program. By procedures similar to those

(Continued on page 435)

Erosion of Management Prerogatives

By LOUIS BALDWIN

IT is my purpose to show that "co-determination" of management objectives and methods by negotiation between representatives of management and labor (1) is practically inevitable, (2) should be resisted, and (3) should be assisted.

Co-determination is not *absolutely* inevitable, obviously, for nothing in human affairs is absolutely inevitable. Nor is it *theoretically* inevitable, for there is little or no pressure from unions in favor of the theory. A notable but not yet significant exception is the industry council plan which the CIO has been soft-pedaling for about the last ten years.

This managerial theorizing is largely irrelevant. Certainly there is such a thing as a "right to manage" in the sense that there must be direction. The point at issue is not whether there must be management, but rather who is to do the managing.

On this very practical question, theorizing has yielded to the absorbing realities of the power struggle. The reason is simple: labor leaders have flatly refused to commit themselves to any boundary line, and managers have tacitly accepted this refusal because they understandably hesitate to risk any serious trouble over an issue apparently so remote from this year's contract and today's grievance.

Shortly after World War II, for instance, there was a gathering in Washington called The President's National Labor-Management Conference, which included a Committee on Management's Right to Manage. The management members of this committee produced a long, detailed list of matters "which are clearly the functions and responsibility of management and are not subject to collective bargaining".

Labor is taking an ever-bigger part in the management of many businesses, whittling away the "rightful managers'" sole authority in more and more areas. Whether this is good or bad does not concern the author so much as the need to slow down the trend and give both managers and labor leaders time to prepare for the "inevitable" new order.

The labor members' reaction to this was benevolently evasive: "The experience of many years shows that, with the growth of mutual understanding, the responsibilities of one of the parties today may well become the joint responsibility of both parties tomorrow". Needless to add, the committee was unable to formulate any mutually acceptable theory of management rights.

The labor members' statement is particularly interesting because, with its reference to the "experience of many years," it implies unmistakably that the ultimate authority, in this question of management prerogatives, is the collective bargaining process. Indeed, even the management members of the committee implicitly acknowledged the ultimate authority of collective bargaining. Elsewhere in their report, in listing areas legitimately subject to union restriction, they concluded with the inviting phrase, "... and other such matters as may be mutually agreed upon".

In other words, the only final limits to union encroachments on management prerogatives are those to which the union

agrees in negotiations. Such agreements rarely last more than a year—especially under the “living document” principle—and are as rarely renewed without some new encroachment. The “management clause” in a contract may never be reworded, but every negotiated change elsewhere in the contract usually alters its meaning.

There is no reason, however, to believe that American labor leaders consider co-determination as an ideological goal. On the contrary, the vast majority of them are inclined to dismiss the subject as academic, and not a few are seriously opposed to it in theory. But in practice they are moving in the direction of co-determination, whether they realize it or not. They have to, for the mainspring of this movement—and a reason for its proving well-nigh irresistible—is a very basic human urge: the worker’s desire for more control over his environment.

REACHING INTO MANAGEMENT’S BAG

Translated into collective bargaining, this universal desire provides the union negotiator, who may be no more interested in encroaching on management rights than he is in playing the stock market, with plenty of incentive to demand more control over this situation or that job. Such demands require him to reach quite often into the manager’s bag of treasured prerogatives, with the preoccupied air of a TV-viewer reaching into a bag of popcorn.

He almost always finds the bag open. Through a strategic blunder or otherwise, managers have generally accepted the proposition that union interference is legitimate in three areas: wages, hours and working conditions. “Wages” and “hours” are really rather vague terms, as can be testified by those who are or have been involved in controversies over the negotiability of fringe benefits and holidays. But compared to “working conditions,” they are models of precision. Virtually

anything in the industrial community can be ultimately classified as a working condition, and the union negotiator is just the boy who can do it.

It is not, then, in labor philosophy or in union literature that the real trend toward co-determination exists, but rather in day-to-day labor-management relations—in collective bargaining, and particularly in contract negotiations. It is a gradual process of erosion: subtle, imperceptible, and inexorable.

TREND LIKELY TO SPEED UP

Time is likely to accelerate the trend. Many of today’s managers have accepted unions, though generally not with uncontrollable enthusiasm. Tomorrow’s managers will undoubtedly be more cooperative, if only because they are closer today to a very important fact of industrial life: there is already a tremendous amount of co-determination, but it is operating at its most inefficient level, that of front-line supervision.

These supervisors—though they are supposedly the real executives, the men responsible for seeing that the work gets done—in labor relations have become forgotten men. Unless they have unusually strong support from their superiors, they are supervisors in name only. Under the constant threat of complaints and grievances, they hesitate to issue an order of any consequence before clearing it with the nearest union representative. Their attitude, not unreasonably, is, “I don’t want no trouble,” or “I ain’t gonna stick *my* neck out.”

Aware of this situation, tomorrow’s managers may well conclude that whatever co-determination exists belongs at the top, where direction of the enterprise is properly discussed, rather than at the bottom, where the work must be done.

Any trend toward co-determination, however “inevitable,” should be resisted, but not on the premise that the managers

are the good guys and the union leaders the bad guys. Rather, it is a matter of resisting too much acceleration, of keeping the process down to a reasonable pace. For one thing, much State law, which generally holds managers completely and solely responsible to stockholders, may first have to be extricated from the nineteenth century and air-conditioned. For another, the spread of corporate democracy among stockholders should probably keep pace with any spread of industrial democracy, lest the stockholder be relegated entirely to a role of impotent money-lender. In addition, union democracy still has a long way to go.

MUST PREPARE FOR INEVITABLE

But the most important reason for resistance—not adamant, but nonetheless firm, resistance, like that of a regulator to a mainspring—is unpreparedness. Not enough managers are prepared to accept union interference in management as anything but a threat to their personal security. And certainly, not enough labor leaders are prepared to accept managers' economic arguments as anything but the sophistry of avarice. Perhaps heat can be instantly changed into light in physics, but not in human relations. Managers must be given time to digest some of the union viewpoint, and union leaders must be given time to absorb some of the managers' sense of responsibility to the investor and consumer.

Resistance without assistance, however, will be negative and sterile. Assistance is indispensable if the powerful driving force behind industrial democracy is to be used for the good of the enterprise. This is basically a question of training. Employees can be trained gradually, as a group, by modified employee-participation plans, by genuinely informative communication programs, by problem-solving conferences at the plant, departmental or sectional level. Union stewards and officers, and the managers and supervisors with whom they

must deal, can be given more formal training together in an effort to promote mutual acceptance and understanding.

MUTUAL UNDERSTANDING NEEDED

This is not the kind of training which some managers euphemistically call economic education. Rather, it is concerned with the actual, everyday problems of the individual enterprise, and not the vast problems of civilization in general. It is founded on the premise that all employees both labor and management, have a stake in making their company efficient, productive, and better than the competition. It is simply a way of getting the whole team into the huddle, as well as letting everybody know the score. If a concerted effort were made in this direction, co-determination—as distinct from cooperation—would be very far off indeed.

Do Your Employees Balk at Foreign Assignment?

Wherever employee discontent can be traced to inadequate educational facilities for his children, Calvert "School-at-Home" Courses are the personnel man's most promising solution.



With Calvert's accredited courses, parents can give their children a modern, American education anywhere in the world! Many leading American industries provide Calvert Courses for children of employees stationed in isolated areas. Company-sponsored groups now in the Arabian oil fields, Chilean copper districts, Indonesian rubber territory. Individual and group programs available.

Courses for kindergarten through 9th grade. Lessons, books, supplies provided. Used successfully by more than 100,000 children. 48th year. Improves employee morale—helps make foreign assignment more desirable. Write for complete information today.

Calvert School

390 E. Tuscany Road

Baltimore 10, Md.

Work Sheet Helps Supervisors Talk Constructively with Employees

By JOHN J. GRELA

Edward N. Hay & Associates, Inc., Philadelphia

ONE of the most difficult jobs for the average supervisor or manager is to discuss a fault or weakness with one of his people. Often he doesn't feel up to handling the interview constructively and giving it the right "tone". He fears that he may do more harm than good. His aversion to or positive avoidance of this important supervisory responsibility explains why the supervisor is often opposed to the rating of employees' performance—he dreads the necessity of talking with his people about shortcomings which will be exposed. This same attitude on the supervisor's part also lessens the effectiveness of development programs: you can't develop a worker very well without pointing out to him clearly the directions in which he needs to improve.

Many managers with whom we have talked are keenly aware of this problem. They have asked us for help in training their first-line supervisors to more effectively handle interviews in these three areas: (1) For counseling after performance rating, (2) To help the employee see himself more clearly so that he can more nearly reach his full potential, and (3) To discipline. The "Interview Work Sheet" which follows was constructed for this specific purpose and has proved quite valuable in the use of several companies. *Personnel Journal* readers are welcome to adapt and use it.

This form, we have found in some 18 months experience with it, helps even the most reluctant interviewer to develop constructive suggestions for the correction of an employee's weaknesses. For the company, this can lead to a reduction in employee turnover, and greater productivity.

Talking to a person "for his own good" is no fun for anybody under any circumstances. But that is what supervisors are expected to do when talking over employees' shortcomings with them after performance ratings. The author presents an "Interview Work Sheet" that makes such interviews easier and more constructive. It is valuable also for disciplinary and coaching interviews.

For the individual employee, the result should be a better spirit, better adjustment to the job, and better prospects for promotion.

Most supervisors feel fairly competent to train new employees. But they tend to neglect or avoid employees who do not respond as expected, or who fail to maintain a reasonable pace in their growth. Often an employee is brought up to min-

→ The four pages of the 8½ x 11 form are illustrated in such a way as to show how a typical case might have been handled with the help of the Work Sheet. Readers will readily distinguish which text is *printed on the form*, and which has been *typed in* to demonstrate how the form is used. Ordinarily, in using the form, THE SUPERVISOR JOTS DOWN BRIEF NOTES IN LONGHAND AND NO TYPEWRITTEN TEXT APPEARS. It will be understood that in every case the supervisor completes certain sections *before* the interview and others *during* the interview.

INTERVIEW WORK SHEET

EMPLOYEE'S NAME Mary S.

OFFICE Tabulating

POSITION Clerk

Purpose: To discuss and correct an employee's weakness and improve his performance.

Fill in I-A, B and C and IV *before* talking to the employee. Give serious thought to actual facts and AVOID GENERALITIES. Telling an employee he's good isn't enough—let him know why he's a good man and what he's good at. A pat on the back isn't the answer—your employee wants a clear story of his good and bad points. He wants to know where he stands and why. You won't fool him by being general—Remember, *he knows the facts about himself but hasn't recognized them or hasn't admitted them to himself*. Don't try to fool him—you have to live with him.

You can decide the need for an interview by checking the following points:

1. Has the employee's performance been really sub-standard?
2. Is it typical or unusual for him?
3. Is it worse than that of other employees?
4. Has the employee been told of his weaknesses and been given a chance to improve?

If need for improvement is shown, remember:

USE THE WORK SHEET TO PREPARE YOURSELF TO HELP THE INDIVIDUAL.

Respect him as one of the human race—the same human race you belong to. Always discuss the problem *in private*. Listen to him; he may have something to say that *you don't know about*.

NEVER ARGUE—Do not get annoyed or show your sentiments or feelings. Don't expect your employees to be like you—we're all individuals.

Do not treat everything that is said as fact or error. You're dealing with *feelings*. Attitudes and opinions may be true or false but they express the employee's point of view *as he sees it*.

Get below the surface. The obvious trouble may not be the real trouble. Try to look for other causes. Listen in a friendly way—encourage him to talk. Do not give personal or moral advice. Let the employee tell you what's wrong and he'll recognize and accept his fault a lot easier.

FOLLOW THROUGH—Don't let the problem die on the vine. You might find it easy to forget about it, *but the employee won't*. Check to see what the results are. Give praise for improvement.

The keynote to a successful talk is real sincerity—not “a line.” Funny remarks reduce the value of the talk. It is most important that the Supervisor provide an atmosphere of mutual respect. He should express real pleasure in having an opportunity to discuss with the employee those things which can make the employee more valuable to himself, as well as the Company. BE SURE THAT YOU ARE PREPARED to do a helpful job before talking with the employee.

I. THE PROBLEM COMPLETE Sections A, B and C before the interview!

- A. STATE PURPOSE OF INTERVIEW. "I'd like to talk to you about—your job, something you are doing" or "I have a problem on which I could use your help—cooperation," etc. NOTE PROBLEM HERE:

Mary, I'd like to talk to you about your total work output. That is, the amount of work that you produce as compared to other girls in the department.

- B. TELL HIM GOOD POINTS. "There are some things you are doing well" or "You're valuable to—me, the company, because," etc. NOTE GOOD POINTS employee has, things he does or has done well:

We've learned to like you here. You're very cooperative and you get along well with the other girls. Another thing I've noticed is that you are always willing to help out. Your typing has improved and I'm very happy about that portion of your work. In other words, I feel you can become a good member of our team here.

- C. TELL HIM WEAKNESSES. Have FACTUAL evidence available—show what is desirable. "I think you can do a better job than you are doing if" or "I would like to talk to you about what we can do regarding." NOTE THE FACTS AND CLEARLY STATE to employee:

The problem is that at the end of each week you are below the other girls in the amount of work that you do. I've had to give some of your work to other girls so that we can finish our week's work. I've estimated that you are about 20% behind. We schedule our work load on the basis of so many girls completing so many cards per week. You can understand the problem that develops when one of the girls falls behind. I realize that at times all the girls fall behind, but if it's several weeks in a row, then we have a real problem.

II. GET EMPLOYEE'S REACTIONS

- D. ARE THE FACTS RIGHT? "Do you agree that this is true?" or "Is that the way things are?" NOTE EMPLOYEE'S ANSWER. IF EMPLOYEE AGREES GO TO STEP III:

Mary, what are your thoughts on it?

Mary: I never realized I was below any standard. I didn't even know I was expected to do so many cards each week. I think I do as much as the other girls and I know I work as hard as they do.

IF EMPLOYEE OFFERS VALID REASONS OR NEW FACTS CLOSE THE TALK FOR PRESENT AND LOOK INTO THE MATTER: NOTE REASONS. ARRANGE FOR ANOTHER APPOINTMENT.

(Note: Mary did not offer valid reasons or new facts. She expressed her feelings and what she believed. Take next step)

IF EMPLOYEE DISAGREES AND HAS NO GOOD REASON NOTE HIS STATEMENTS BELOW. Say, "I'm sorry but that is not the solution" or "Even if you don't agree I feel we should take some action." GO TO STEP III.

Well, I can't say you don't work as hard as the other girls, but I do know that I've had to assign some of your work to other girls, so that we could finish.

III. CONSIDER PROPER ACTION

E. GET EMPLOYEE'S IDEAS TO SOLVE PROBLEM. "What do you think we can do?" or "What suggestions do you have?" If suggestion requires study or if new facts are given, close the talk and inquire further. NOTE SUGGESTIONS:

Just think for a few minutes and give me any ideas you may have on how we could get your production up to the standard. I would really like to have you solve the problem and I'll help you in any way I can.

Mary's comment: I don't know. I work steadily and seem to keep up with the others. I like the work pretty well. Maybe I can transfer. (Supervisor: I would rather not consider that now.) I suppose I could try to distribute my work each day in a different way.

If no suggestions, move on to Step IV-F. If his idea is not good "I'm sorry but I don't think that would do." (However—go to Step IV-F.)

IV. THE PLAN OF ACTION HAVE A PLAN WRITTEN OUT before the interview

F. IF NO IDEA OR AN UNWORKABLE IDEA "Suppose we try this"—state plan of action.

Supervisor's plan: Ask Mary to jot down each day how much time she spends on each of the 4 major duties she has (the other girls spend 3 hours per day on cards to complete their quota).

Plan adjusted to Mary's suggestion: Suppose we try distributing your work and you keep an informal check list of the approximate amount of time you spend on typing, filing, pulling and posting. Let's try it for a month. I'll tell you each week how you're doing, then we'll get together again. In the meantime, maybe I can help you organize. Please ask me whenever you find I can help.

G. IF EMPLOYEE ARGUES BUT HAS NO VALID OBJECTION "I'm sorry but this is a real problem and I'll have to ask you to do this. . . ."

(If employee has strong objections a modification of plan made under IV-F may be necessary) NOTE PLAN:

Mary agreed.

V. CLOSE WITH FRIENDLINESS—Be sure he understands exactly what you have suggested or that he understands what's expected of him. "Have I been clear?" etc. Make date for follow up.

Restate the plan—"Now this is what we're going to do." Leave the employee with a feeling of assurance that you are trying to help.

VI. FOLLOW UP—If employee has improved in reasonable time, tell him.

	DATE	COMMENTS
1. (March 7)	helped with scheduling
	March 14	Definite improvement
	March 21	Cards up, but typing load a bit behind
2. (March 28)	She was double checking on certain cards
		--cutting this out helped. Just about
	Schedule for	at standard and Mary is feeling much
3. (June 23)	better about it. Check in 3 months.

VII. INTERVIEW SUMMARY NOTES:

Mary used to spend time talking to girls in the next department. She has cut that down. She works methodically and rather slowly, but is willing and will turn out her share as she gets adjusted.

Edward N. Hay & Associates
Philadelphia, Pa.

imum performance standards and then slips back, where he remains in the shadows until he resigns or until the supervisor finds a chance to lay him off or transfer him. Such an employee may only need constructive guidance, but he frequently doesn't get it because his supervisor shrinks from telling him he is under par and discussing his weaknesses with him.

Disciplinary interviews are even harder for some supervisors. Embarrassing incidents sometimes occur when the employee dominates the interview either by his belligerent attitude or because of his feeling of justification. Often the supervisor realizes part way through the interview that he doesn't have the whole story, and doesn't know how to handle the situation gracefully.

BOTH GUIDE AND RECORD

The *Interview Work Sheet* is both a guide for the interview, and a record of what has been done or remains to be done. It helps the supervisor develop confidence in his ability to handle the interview creditably, no matter what turn it may take. It helps him organize and plan the interview and think the matter through so thoroughly that any eventuality can be met without embarrassment and loss of prestige. The principles are not original but have been presented in some form in many supervisory development courses.

Section IA, The Problem—This is completed beforehand in order to help the supervisor crystallize his thinking and bring the problem into sharp focus.

Section IB, Telling Good Points—This is completed beforehand to insure that the supervisor has looked at the employee in a proper perspective. He appraises the employee from the positive point of view and this gives more objectivity and realistic weight to the shortcomings as they fit into the whole pattern.

Section IC, Telling Weaknesses—This section is completed beforehand and causes

the supervisor to evaluate the situation and put into writing the evidence he has regarding the problem. This preparatory step often helps the supervisor to review a situation unemotionally and see the problem as it really exists. The process of presenting factual data objectively is usually effective in getting the employee to recognize and accept the problem and helps him work toward a solution.

HELPS DEVELOP TRUE STORY

Section IID, Are the Facts Right?—This is completed during the interview. The first step in this section is intended to gain an understanding with the employee. It is essential that his feelings and attitudes are explored and the degree of insight he has into the problem be determined. Also, the supervisor is provided a means of effectively meeting the situation where the employee offers evidence that had not been considered, and throws new light on the problem as first stated. New facts revealed by the employee are noted for investigation. Another appointment is made, either to discuss the problem as modified by the new evidence or to explain to the employee that the new evidence has cleared up the situation and the problem is resolved.

If the employee disagrees and has no good reason, the supervisor reiterates the problem and proceeds to the next section.

Section IIIE, Getting Employee to Solve Problem.—In this section the supervisor gets the cooperation of the employee in the solution or provides the employee an opportunity to accept responsibility for the solution. A commitment by the employee in the form of a solution will pave the way for mutual understanding between the supervisor and the employee and give the employee a feeling of being led rather than being ordered around.

Section IVF, Plan of Action—This section is completed by the supervisor before the interview. This helps the supervisor

(Continued on page 424)

Medical Care Pays Big

By KENNETH CLELAND PEACOCK, M. D.
Industrial Medical Consultant, New York City

NATIONAL surveys show that three categories of losses, sustained by every industry, are cut 30-50% by a well-organized and well-serviced medical department. Many intangible benefits, hard to estimate financially, often give tremendous benefits.

Many companies say they cannot afford a medical department. Can any company afford not to take advantage of a service which can substantially cut their compensation costs, their absenteeism, and their turnover? Especially when the cost of a first rate department amounts to only a small part of these savings?

All the benefits of increased efficiency, prolongation of working life, the personal relationship value of having employees well cared for, increase of *yearly take home pay* and many other benefits are "thrown in" as bonuses.

We cannot give the losses and savings on compulsory health insurance, except to state that its costs have mounted to 4-6 times as much as compensation. Prevention of sickness through a good medical department is about the only means of controlling these losses, which already cost more than compensation.

Typical with respect to "before and after" figures is a paper company with 500 employees, whose compensation costs were excessive. After three years experience, they state they now save \$34,000 a year because of their medical savings in compensation alone.

95% of employees use a good medical department each year. 40% of all employees yearly develop conditions which affect their jobs and which can be benefitted by a

How often we've all wished we could pay the doctor to keep us well, rather than to treat us when we fall sick! To prevent costly troubles is one reason why companies have medical departments. The author, out of his extensive experience, cites amazing figures showing how greatly companies benefit in several directions from providing good medical services for their people.

preventive medical program. The large percentage of these conditions are curable, or may be controlled if properly handled and found early.

In companies without a medical department, excessive costs are accruing daily because of lack of medical supervision. For example, a small company of 200 employees had no medical department. One employee fell down the subway stairs on the way home from work, fractured her spine, and was awarded total disability by the compensation board. She had defective eyes and had been doing close work in the factory. The award was made on the claim of eyes damaged by the close work. She was unable to see the stairs and therefore fell. This type of case is entirely preventable by proper medical supervision. Then the case of the old worker, often our best and most trusted employee, who is asked to do work his heart is unable to take, causing a breakdown or death, is becoming more common constantly.

It is not a question of proving the fact that preventive medicine pays in in-

dustory. The figures given by companies are so universal and constant, they cannot be disputed. It is a question of how soon the less informed managements will wake up to the facts. If they make use of available information it will pay proportionally better than anything else they do.

Large concerns almost universally have proved that medical care, properly done, pays. The better it is done, the more it pays. Small concerns are using these facts to seek out proper medical care. It has proved equally profitable for them. Experience shows that every dollar spent on a medical department produces \$3.50 to \$10.00 in savings. In other words, according to the American Management Association "The medical dollar produces more than any other dollar spent by industry".

Work Sheet Helps Supervisors

(Continued from page 422)

formulate a workable solution. Wherever the employee makes a suggestion, the supervisor's plan and the employee's plan are integrated into a sound course of action. If the employee does not have any suggestions, or has refused to accept the problem, the supervisor must have a well thought-out plan that he can use and insist that it be followed in resolving the problem.

Section IVG—It is possible that the

employee's reaction is so strong that a modification of the plan appears to be the easiest course to take at the time. This modified plan is stated under this section for future reference.

Section V—is the close, and the supervisor should make a real attempt at developing an understanding and a spirit of cooperation.

Section VI—Follow-up dates are made.

Section VII—A reference note is made for the future.

This form is filed by the supervisor and can be used as reference when the employee does not respond or continues to be a problem. Where termination action is to be taken, a recorded history of the supervisor's attempt to work with the employee is invaluable.

The example cited is from a case where corrective measures were taken. The same process has been used in discussion of employee Performance Ratings. The rating sheet is analyzed and the work sheet is used for the discussion of the problem areas.

The most important single benefit gained by the use of the work sheet, as stated by several users, is that it promotes the idea and practice of constructive development of employees by the managers and supervisors.

"If the company publication is less effective than it should be, the fault may often be laid at the door of top management. When I find an editor whose product consists mostly of pap and palaver, I also find in most cases that his management considers it just too d—much trouble to clear articles for publication which contain genuine company information. Or it is afraid to do so. Or it feels that silence is golden. Or it says 'What they don't know won't hurt them'. Or it refuses to commit itself to the deathlessness of print. What can an editor thus held down be expected to do in the way of demonstrating editorial initiative?"

K. C. Pratt, New York consultant, speaking before last Fall's A.S.P.A. meeting in Cincinnati, as quoted in *Industrial Relations News*.

BOOKS

HUGH ROY CULLEN—*A Story of American Opportunity*. By Ed Kilman and Theon Wright. Prentice-Hall, Inc., New York, 1954. 376 pages. \$4.00.

The publisher's note or foreword says this book "should serve as an inspiration to every American . . . (it) will show democratic thinking people everywhere that frontiers are never closed, that opportunities are always open to those willing to work for them, and that the American way of life has much for all the world to admire." If an exceptional individual's ability to amass a tremendous fortune which enabled him to set up a \$160,000,000 foundation and make four million-dollar donations to hospitals in two days—"an all-time record in altruism"—is likely to inspire you to go and do likewise, then this is for you.

The story starts out with a bang, and we happily galloped along with the authors until our hero had made his fortune. But as one oil gusher followed another, each in a still more unlikely spot, our interest began to flag a little. Seeing the heading of chapter 12, "Sixty million dollars is a lot of money—but I'm not interested", we came to attention again. However, the last fifteen chapters were mostly about Mr. Cullen's philanthropies and political activity.

Perhaps it was the dual authorship that accounts for the fact that many thoughts seem to be repeated in only slightly different form from page to page. As a minor example, on page 350 we're told that "most of the week days are spent at the Quintana office, where Roy sits with the Star Spangled Banner and the flag of Texas standing in opposite corners behind his desk"; and on page 335 that "Roy Cullen sat at his big desk, his face etched in deep lines, drumming lightly on

his desk with his finger tips. Two standards were against the wall—one with an American flag draped against the staff, and the other with the Lone Star flag of the Republic of Texas."

One is reminded that character, imagination and unflagging industry, aided by some luck, in a field presenting great opportunities, are sometimes rewarded in a big way. The book has been highly praised by many prominent men.

H. M. T.

SELECTING AND DEVELOPING FIRST-LINE SUPERVISORS. By George D. Halsey. Harper & Brothers, New York, 1955. Pages xiii, 203. \$3.50.

This is a work book for working personnel, employment and training directors. The author had considerable experience in big retail stores, industrial establishments, and as personnel officer with the Farm Credit Administration. He writes from that experience and from what he learned by study of what many outstanding companies do about selection and development of supervisors. J. J. Morrow, director of personnel relations for Pitney-Bowes, is quoted on the jacket as saying, "I don't know when I've read a better book on any phase of personnel work". In our estimation that is not too extravagant.

Throughout the book, methods used by respected companies are outlined in detail; in some instances the forms used are reproduced. Thus we see how the Armstrong Cork Company lets supervisors know what degree of authority they have in various directions; how Alcoa gives supervisors a sense of really belonging to the management group; how American Smelting and Refining selects and trains candi-

dates for supervision jobs. There is an excellent discussion of the conference leader's job, largely adapted from a *Manual for Conference Leaders* which was prepared by the training section of Koppers Company. We're told where to get information about motion pictures with sound, and sound-slide films. We're even told how the leader can spoil a conference.

Chapter XIV deals with the supervisor's pay. Appendix A is "A Suggested Library on Selecting and Developing First-Line Supervisors"; Appendix B lists "Sources of Information and Help". There is an index. Altogether, we heartily recommend this relatively small, light, physically attractive new book.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

FLESCH READABILITY FORMULA APPLIED TO TELEVISION PROGRAMS. By Rudolph H. Vancura, University of Omaha. *The Journal of Applied Psychology*, Vol. 39, No. 1 February, 1955, 47-48.

This report discusses the use of the Flesch readability formula in measuring the audible vocabulary of television programs. Eight daytime programs and 25 evening programs were studied. The programs were tape recorded and transcribed into written sentences. The Flesch formula was then applied to random samples of the selected programs.

Both the daytime programs and the evening programs were found to use an audible vocabulary that was relatively simple and for the most part contained a relatively large amount of human interest.

Audience attraction for these programs had been given "Telepulse ratings." No significant mutual or reciprocal relationship seemed to exist between either Reading Ease scores or Human Interest scores and Telepulse ratings for the same programs.

It is interesting to see the Flesch formula being used in this new area.

By Donald P. Hoyt, University of Minnesota. *The Journal of Applied Psychology*, Vol. 39, No. 1, February, 1955, 26-30.

There is a heavy demand for counseling on the part of vocationally undecided students. The study was undertaken to find more economical ways of dealing with students, so that vocational counseling could be given to the increasing number of applicants for such help.

There were four objectives of the group vocational guidance plan. These were to increase (a) satisfaction with vocational choice, (b) certainty of vocational choice, (c) realism of vocational choice, and (d) the appropriateness of certainty in terms of realism. It was felt that counselling to be effective should decrease the certainty of the student in the case of unrealistic choices.

Sixty freshman men students who volunteered to participate in a group vocational guidance program made up the sample. Each student was assigned at random to one of three groups. Fifteen students received the typical individual vocational counseling provided at the Student Counseling Bureau; 30 students participated in the group counseling; and 15 controls received no counseling during

AN EVALUATION OF GROUP AND INDIVIDUAL PROGRAMS IN VOCATIONAL GUIDANCE.

the experimental period. The experimenter explained to the controls that the counseling groups were full and that they would be included in a group the next semester.

All 60 students indicated their tentative vocational choices, how certain they were of them, and how satisfied they were with them both before and after the experimental period. Skilled counselors rated each choice as to its realism.

The 30 students in the experimental group first attended a 30-minute lecture on problems of choosing a vocation, and then joined with some other students in small discussion groups of from five to seven. These discussion groups met three more times during the six-week period.

No differences were found between the effectiveness of the individual counseling program and the group program. The time-saving factor in the group program argues in favor of its adoption for vocational guidance, and suggests the desirability of further research.

ATTITUDINAL COMPARISON OF BUSINESS EMPLOYEES AND STUDENTS IN THE SCHOOL OF BUSINESS ADMINISTRATION. By Alexis M. Anikeeff, Oklahoma A. and M. College. *The Journal of Applied Psychology*, Vol. 39, No. 1, February 1955, 65-66.

This study should be considered in relation to a previous study by the same author of the divergence of attitudes between business administrators and students in this field. (*J. Appl. Psychol.*, 1954, 38, 407-408).

Attitudes were measured by the use of a questionnaire of 40 statements. Five statements dealt with unionism, 10 with government control, 15 with personnel policy, 5 with profit distribution, 4 with the free enterprise system, and 1 with the desirability of business training in college.

The questionnaires were completed by 49 business employees and 146 business administration students. The greatest divergence of opinion between students and

employees occurred on the issue of profit distribution. Students regarded equality of distribution with considerable disfavor. Significant differences in the responses of the two groups were found on only 6 of the 40 statements.

When the results of this study are compared with those of the earlier study, it is evident that the differences between the attitudes of students and employees are markedly less than the differences between students and business administrators.

INTEREST PROFILES OF COLLEGE ACTIVITY GROUPS. KUDER PREFERENCE RECORD VALIDATION. By John W. Magill, University of Pittsburgh. *The Journal of Applied Psychology*, Vol. 39, No. 1, February 1955, 53-56.

The Kuder scales are sometimes criticized because in making them up more emphasis was placed upon *a priori* judgments and internal consistency than upon relationships to external criteria. Some users of the test have studied Kuder profiles in relation to occupations, intelligence, school grades, and personality. This study attempts to validate the Kuder by using participation in college extra-curricular activities as the criterion.

The author was interested, for example, to see whether students in the musical activities groups had high musical scores, and whether the leadership group was high on the persuasive scale.

Various extra-curricular groups at the University of Pittsburgh in the school year 1951-52 were studied. The subjects were 603 men and 203 women students in all four college classes. Their Kuder scores were obtained from the freshman test files, and profiles were drawn for nine male and four female extracurricular groups.

Statistically significant differences were found between the group profiles. Inspection of the profiles showed that certain interests, generally assumed to be manifest from the names and character of the college

activities, were well reflected by the similarly named Kuder scales. The results were

highly significant for the men but only moderately so for the women.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE INDUSTRIAL RELATIONS ASSOCIATION OF DETROIT had James F. Lincoln, chairman of the board of Lincoln Electric Company, Cleveland, as speaker in December. Mr. Lincoln discussed his company's incentive management program, and many of the amazingly progressive personnel management policies which have been developed at Lincoln Electric. The success of Lincoln's incentive system has been due to the high degree of cooperation between the company and its employees in increasing production efficiency. Many of the ideas for increasing production and reducing costs originate with production workers. At the March meeting the association heard Ed Cushman, director of industrial relations, American Motors Corporation, and Leonard Woodcock, regional director UAW-CIO, discuss the negotiating of seniority agreements in company-union contracts.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION recently heard Charles H. Lawshe speak on the pros and cons of psychological testing. Dr. Lawshe is professor of psychology at Purdue University. He pointed out that much of the confusion that exists about psychological tests comes from not distinguishing between the three different functions of such tests. These are: to evaluate competence; to predict quality of job performance; to analyze personality. The vulnerability of personality tests, Dr. Lawshe feels, lies in the possibility of falsification. Suppose, he said, the question is

"are you afraid of meeting people?"; consider the possibility of falsification. On the other hand, the person being tested may have an unconscious bias, or he may have false self-perceptions. These are the weaknesses of personality measurement. But to admit to weaknesses is not to deny real value. When used as one tool in several in the judging and prediction of behavior, tests can serve a useful purpose.

The association publishes a 24-page bulletin which in December contained an article by John Rhodes called, "A Short Circuit in Upward Communication." A foreword to the article explained (in dialogue) why the narrative form was used. The author felt it would put over his points more effectively, and increase readership. Opinions of the unusual form, which was frankly experimental, were solicited, and here's mine: I read the whole piece. Maybe it was because the dialogue form of foreword caught my eye. I enjoyed the story, and find myself remembering it. The foreword suggested that the same material could have been telescoped in a short exposition. I agree with the author that this method would have been less effective. I felt that Mr. Rhodes' article could have been a little shorter and better organized. Otherwise, I'm all in favor of the experiment. Mr. Rhodes' main character haunts me, and I'm sure it will haunt others, too. . . and company communications may benefit.

THE PERSONNEL MANAGEMENT ASSO-

CIATION OF SAN DIEGO has announced its new officers for 1955. President is Robert S. Putnam; first vice president is Frances B. Torbert; second vice president, Arthur L. Anderson; secretary, Lucile Sweck; treasurer, Myron Insko. Sheldon Campbell has an article on status and morale in the January bulletin. His thesis is that too much emphasis on "democratic leadership" and employee participation in decision making will lead inevitably to a lowering of morale within an industrial or business organization. He points up his thesis with the quotation from Gilbert and Sullivan, "When everybody is somebody, nobody is anybody."

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION publishes a lively bulletin called the *Personnel Panorama*, which is frequently mentioned here. The January issue has a provocative piece called "Complimyasin". The title refers to a new "wonder drug". The first part of the name is derived from the verb compliment. The "myasin" part means "my, it's a sin if you don't." The article claims that no more effective action can be taken by a supervisor or administrator to restore the morale and enthusiasm of an "ailing" organization or worker than the judicious use of complimyasin. President of the association is Peter Piper, Washington Water Power Company, Spokane. The executive secretary-treasurer and editor, is Earl P. Johnson, Frederick and Nelson, Seattle.

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION has queried its membership as to the type of programs desired. A questionnaire sent to the members lists ten subjects and asks that members check the ones in which they are interested. There is also space provided to add topics not listed. Provision is made to indicate the way in which the topic should be presented, whether by a speaker plus a ques-

tion period; a panel plus questions; conference and discussion; or a town meeting. Space is also provided for the naming of suggested speakers. The ten topics which appear on the questionnaire are employment; education and training; employee services; safety, health and hygiene; employee relations; wage and salary administration; adjusting and upgrading workers; legislation; labor relations and negotiations; research and statistics.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES has elected new officers. John McLean is the new president; Robert Armstrong, vice president; Charles Knight, secretary; and Ted Salyer, treasurer. In accepting his office McLean said, "PIRA has just completed ten years of service to a steadily growing membership. We have progressed from the ideas and dreams of the men who founded our association to a recognized organization . . . with a membership of 720 representing nearly 400 firms."

THE WASHINGTON D. C. PERSONNEL ASSOCIATION uses the first page of its bulletin to introduce members to each other. A full page biography with a picture of the member is used. Nice idea. In a recent bulletin twenty ways of making your personnel program pay were cited. The list was garnered from a talk by L. E. Cordes. Here it is: 1) Do you make periodic reports on the costs of operating your department? 2) What is the annual cost to your company per worker for payments other than salaries, such as group insurance, social security etc.? 3) What is the cost of locating, indoctrinating and breaking in a new worker? 4) If you have a cafeteria, what is the cost of its operation? 5) Do all of your personnel records have practical use? 6) What do your turnover studies indicate about your selection procedure? 7) What is your absenteeism rate? 8) What are your accident frequency and severity rates? 9)

Does your state have an employer merit rating system for determining the payments the employer makes for unemployment compensation? If not, have you tried to get such a program established? 10) Do you have a procedure for reviewing whether your unemployment compensation claims are legitimate? 11) Do you only keep records and statistics or do you analyze them and take necessary action? 12) What is the average learning time required for new workers to perform each job satisfactorily? 13) When was the last organization study made of your company? 14) How

many of your departments are one-man shows and what provision is made for the loss of the man? 15) What plans have you for replacement of key personnel? 16) How do your average salaries compare with going community rates? 17) How do your other personnel policies and practices compare? 18) Are you getting the benefit of your employees' suggestions? 19) When did you last get rid of dead wood? 20) Why should a worker remain with your company? Is it a good place to work? What is the reputation of your company in your community.

Attending the Conferences and Courses

WILL TELEVISION EVER TAKE THE PLACE OF CONFERENCES AND COURSES? Perhaps. At any rate, a trend in this direction is indicated by the fact that the midwinter personnel conference of the American Management Association featured a television broadcast. The conference was held February 14-16 at the Palmer House in Chicago. The bargaining teams of the Rogers Corporation and the International Brotherhood of Paper Makers (AFL) thrashed out the exact terms of their 1955 agreement via closed-circuit television for the conference. "1955: Keystone to a Decade", was the general title for the conference. Decisions made in 1955 will set the pattern of industrial relations for the next ten years, according to the conference planners. Problems demanding answers now, as listed on the conference announcement, read like some strange new language of the future: GAW; T-H; NLRB; Min. Wage; AF of CIO; Welfare \$; and IBT. These cryptic topics were analyzed by the Hon. James P. Mitchell, secretary of labor, and others.

WORKSHOP AND ORIENTATION SEMINARS to be held from February through June 1955 by the American Management Association have been announced. The spring seminar schedule comprises 148 dis-

cussion groups on 122 different subjects. Most of the spring meetings will be held at the AMA'S Management Center in the McGraw-Hill Building in New York; others will be at the Palmer House in Chicago, at the Hotel Ambassador in Los Angeles, and—for the first time—at the Hotel Baker in Dallas, Texas. Two types of seminar are offered: workshop seminars, small discussion groups for exchange of information and experience; and orientation seminars, larger classroom-style groups for instruction, practice, or review in a particular management subject. Each workshop seminar is composed of not more than 15 executives meeting for three to nine full days under the guidance of one or more discussion leaders to explore a single area of management thought and practice. Emphasis is on informal discussion and pooling of ideas. Additional information and copies of the new seminar announcement may be obtained from the Seminar Registrar, American Management Association, 300 West 43rd Street, New York 36.

A COURSE OUTLINE FOR A THIRTEEN-SESSION TELEVISION SERIES has been published by Rutgers, New Jersey. The title of the course is understanding labor-management relations. The course is broadcast

Mondays at 8 p.m. over WATV, Channel 13. The first broadcast was on January 31. The purpose of the class is to present problems, solved and unsolved, basic to understanding labor-management relations. It is hoped that, by televising the classes, the public as well as the participants will gain an understanding of these problems. Nine men and women comprise the studio class, representing labor, industry, and the public. They'll join in the discussion, just as students would in any classroom. Each viewer, also, will have an opportunity to participate personally. Payment of a nominal fee will bring the home student a complete outline, followed by a written examination mailed at the close of the series. Those who pass will receive certificates.

TO KEEP OUR ECONOMY FREE AND DYNAMIC IN TODAY'S WORLD, the vital job of American business is to conduct itself so that the willing effort of its employees will continue to be released in ever greater amounts. Doing that job places a premium on good relations with people. Recognizing this fact, The National Industrial Conference Board held a conference January 18, in New York, on personnel administration. The program was made up of panels and round table discussions, except for the dinner speaker, W. W. Sebald, president, Armco Steel, who spoke on "The Grass Roots of Human Relations in Industry".

THE INDUSTRIAL MANAGEMENT INSTITUTE of the University of Wisconsin Extension Division has been on the air with 10 weekly half-hour programs called "Human Relations at Work." Each of the programs presented a practical plant problem in

dramatic form, as well as a panel discussion of the problem by business and industrial leaders. Beginning February 7, the broadcasts were made on Mondays at 9 a.m. on stations WHA Madison, and WLBL, Auburndale. The series was also carried on the FM State Broadcasting Service at 7:30 p.m. on Wednesdays. The Institute suggested that companies might wish to organize group listening meetings to hear the Monday morning programs, and follow the broadcasts with discussions of how the situations applied to them. Three typical programs are described: "A Little Overtime" concerns the problems a foreman has in getting a crew to work overtime. It emphasized the importance of understanding employees and treating them as individuals. "A Question of Security" pointed out the feelings a man has when offered a promotion. He wonders, "Am I qualified? What if I fail? How will I do the job?" "The Open Door" discussed whether or not the president of a company should have his door open to the problems and gripes of all his employees. Additional information about the programs may be obtained from Don Kirkpatrick, Radio Moderator, Industrial Management Institute, Box 2098, Madison 5, Wisconsin.

THE SUPERVISOR'S ROLE IN COST REDUCTION was the subject of a one-day conference sponsored by the Management Center, Marquette University, and held March 31 at Marquette, in Milwaukee. The conference considered the meaning of competition—1955; what management expects from the supervisor, cost wise; the supervisor looks at cost reduction; where are we headed in cost reduction, and cost reduction problems.

Among People in Personnel

R. P. BROWN AND J. ARVID JONSSON have been named assistant directors of personnel administration for General Foods

Corporation, it has been announced by S. L. H. Burk, director of personnel administration. In these newly created staff posi-

tions, Mr. Brown and Mr. Jonsson will provide specialized administrative advice, counsel, and service to line officials in the various GF operating divisions, corporate departments, and local units. Mr. Brown, who until his present promotion has been manager of the department's field services, came to GF a year ago from Dresser Industries, Dallas, Texas, where he was director of personnel. Mr. Jonsson joins General Foods after two years with Alexander Smith, Inc., White Plains, where he was director of personnel administration in charge of that multi-unit company's staff personnel functions. Prior to that, he was labor relations counsel for Rohm and Haas in Philadelphia. Both men will be located at the GF general offices in White Plains.

OLIVER T. CLAYTON, of Esso Standard Oil Company, has been named chairman of the Special Committee on Workmen's Compensation of the Commerce and Industry Association of New York, Inc. The association is conducting a long-range study of the New York law's administration and costs. Mr. Clayton succeeds Dwight H. Scott, director of the employee service division of National Biscuit Company, who remains as a member of the committee. Edward J. Sullivan, of Turner Construction Company, has been appointed

vice chairman of the committee. Mr. Clayton, who is manager of Esso's Employee Accident and Claims Division, entered the insurance field in 1927 as a compensation investigator. As chief of Esso's accident and claims division, he also serves other Standard Oil affiliates and subsidiaries.

MISS HELEN BAKER, associate director of Princeton University's Industrial Relations Section and an outstanding authority in the field of industrial relations research, died in Princeton, January 10, following a short illness. Miss Baker had been associated with the University for almost a quarter of a century. The only woman ever to have attained the Princeton faculty rank of associate professor, Miss Baker was particularly well known in industry for her studies of such aspects of industrial relations as corporate organization, communications and policy development in personnel administration, and was the author and co-author of more than 20 research reports published by the Industrial Relations Section between 1931 and 1954. Miss Baker frequently contributed articles and reviews to *Advanced Management*, *Annals of the American Academy of Political and Social Science*, *Personnel Journal*, and the *Journal of the Institute of Personnel Management*.

What's New in Publications

PERSONNEL MANAGEMENT ABSTRACTS is a new bi-monthly journal. The first issue is dated January-February 1955. It is under the editorship of Nathaniel Stewart, who says in his editorial statement: "The profession of personnel management is avalanched with a mass of print. Within a typical two-months period, there are produced, from many and varied sources, some 3,000 pages of print on the subject of personnel management. To cut through the mass of writing and to bring to personnel officials a more selective product, therefore,

this abstracting medium is launched in order to 'pick off the cream' of the printed accounts of personnel management." The first issue of this new journal is 52 pages and cover, size $8\frac{1}{2} \times 11$, cleanly printed by the planograph process. There is an editorial advisory board of 18, but it is not indicated exactly how this board is going to function or how active it is to be. There are 21 book reviews, all of them rather brief, a one-page "feature article", two "cases in personnel management", and 24 pages of abstracts of articles which ap-

peared in personnel or related journals between last July and November, inclusive. Of the 70 articles abstracted from some 40 domestic and foreign publications, at least 9 appeared originally in *Personnel Journal*, which seems like a pretty good "batting average" in any league. Personnel Management Abstracts may be addressed at P.O. Box 71, Benjamin Franklin Station, Washington 4, D. C. The price is \$15 per year.

WHAT CAN WE DO WITH THE LONGER LIFE that scientific research has created? Byron thought he was approaching senility at 36; today men still vigorous at 65 rebel at enforced retirement. Something must be done to alleviate the prospects of idleness and reduced income for those whose competence and health are not impaired. People

don't get old by the calendar, and new standards must be found for computing the end of a man's working capacity. *Criteria For Retirement* is a report of a national conference on retirement of older workers, edited by Geneva Mathiasen. Among the contributors to the book are Thomas Parran, dean, Graduate School of Public Health, University of Pittsburgh; Harland Fox, industrial relations center, University of Minnesota; and Sumner H. Slichter, of Harvard. Topics include: the social needs of an aging population; retirement from the point of view of the worker; responsibilities of employers, workers, unions and government; and the economic problems of retirement. The book is available from G. P. Putnam's Sons, 210 Madison Avenue, New York 16, for \$3.50.

Looking Over the Employee Magazines

WHAT DO YOUR EMPLOYEES DO AWAY FROM THE OFFICE OR PLANT? What are their interests? What sort of citizens are they? Answers to these questions make good feature material for employee magazines. An example is a picture piece in the January *Cincinnati Telephone Bulletin*, titled "It's A Woman's World Too!" Four pages of large action pictures are prefaced, "A chapter in the book of Proverbs (31) sets forth the jobs of a well-rounded woman. . . . A woman's stature increases with the diversity of her responsibilities. Today, telephone women have taken their place beside men in public affairs, business, welfare endeavors, education and religion. Last, but certainly not least, is the job of being a housewife. . . . On the following pages the various activities of some busy telephone women are pictured." Among the employees pictured are: the recording secretary of the University of Cincinnati's Newman Club; the president of the Kenton County Republican Club; a lecturer; an actress; the president of the Toastmistress Club; an organizer of the Pairs and Spares,

a church youth group; and members of a fire department auxiliary. Robert F. Crecco is the editor of the *Bulletin*.

MOSTLY IT'S A RECORD OF PEOPLE—that's the editor's description of The Champion Paper and Fibre Company's *The Log*. A note from the editor in the February issue asks, "Anybody want to buy a good, used groundhog? If you're interested, Clyde R. Hoey, Jr., of the Carolina Division is the man to see. According to his column on page 34, Clyde must be bothered by a surplus. On the other hand, if you're all caught up on groundhogs, perhaps you'd like a parakeet or a school of Siamese fighter fish. Sources for these, too, are given in this issue of *The Log*. On pages 39 and 40, Texas Division writer Betty Bellmyer tells about Leona Goodwin's hobby of raising tropical fish and Jo Anne Keeling's profitable venture in parakeets. These are just a few of the sidelights that make the back pages of *The Log* interesting." The editor, Stewart Jones, in the same issue was inspired to use an

effective, yet very simple, gimmick: he pictured employees at work, in action—on various kinds of steps. The pictures made from odd angles are arresting. The steps all have meaning, and all reflect the scope of work in the company. The brief text points out that “steps, of all sizes and shapes play an important part in the everyday life of Texas Division Champions. There is a wide variety of steps used every day, from long ladders to the top of the water tower to the more conventional office stairways.” Congratulations on a good idea, well executed!

WELCOME FRIEND, STEP THIS WAY PLEASE: *An Introduction to Royal* is the theme of a nice feature in the January *Royal News*. Starting with the cover, which pictures a new employee shaking hands with her boss while the employment interviewer looks on, and proceeding to an editorial, and a picture piece, the theme is used right through the issue. The editorial is decorated with letterheads, filecard titles, headings from handbooks. The functions of the personnel office are described. The pictures show the steps taken by a new employee as she goes for her first interview, fills out her application, has her picture taken, and gets her physical, winding up with the cover shot as she meets her new boss. Joseph G. Fogarty is the editor of *Royal News*, employee magazine of the Royal Typewriter Company, Hartford, Connecticut.

THE 160TH ANNIVERSARY OF THE ESTABLISHMENT OF THE NAVY SUPPLY CORPS is featured in the February issue of *The Monthly Newsletter*, the magazine of the Navy Supply Corps. John R. Gast, USNR, is the editor. An 18-page special report at the back of the book details the history of the corps. The report is illustrated with pen-and-ink drawings that add much in-

terest to the text. No credit-line appears, but the initials indicate that the drawings were done by Herndon R. Davis, the art editor. This is a very attractive, readable, informative magazine, only slightly marred by the official gobbledegook on its masthead.

TELEPHONE MANNERS are illustrated in a lively picture story featured in the January *Ore Iron and Men*. Good natured employees posed for the four pages of “don’ts”. This unusual switch on action shots gave the editor, Bob Burke, a chance to publish some really appealing pictures. At the same time he put over a very useful lesson on telephone manners, sure to improve company public relations, and communications. The models are evidently talented actors, for the photographs are most convincing, and really put over the point. The shot of the man coughing into the transmitter is enough to make your ears ache. So is the picture of another employee slamming down the receiver. The man who forgets to talk into the transmitter clearly could never be heard. Even the more subtle advice gets over nicely. *Ore Iron and Men* is published monthly for the employees of Oliver Iron Mining Division, United States Steel Corporation, in Duluth.

TOO MUCH PAPERWORK? That is the challenge presented in a graphic article featured in the January *Synchroscope*, published by the Detroit Edison Company. Two members of the procedure and methods department were photographed in a snowstorm of papers. Another picture shows an employee surrounded by 500 different forms of Detroit Edison paperwork. The number represented only $\frac{1}{4}$ of the total number of different forms used by the company. A series of cartoons further illustrates the problem of reducing paperwork. The cartoons are under two head-

ings: useful paper work; and not-so-useful paper work. Under the latter heading is duplication, piling, unnecessary verbiage, and dead files. The editor has circulated among the supervisors an article which is to appear in the May issue. This sort of previewing is a good example of alert editing. The article is on work simplification and describes a five-step pattern that can be used. Cartoons and photographs illustrate the text. The advance copies were sent to the supervisors so that those unfamiliar with work simplification would be able to answer the questions they may receive from employees when the May issue is published. Peter Helmers is the editor of *Synchroscope* which, by the way, is "a device that helps power plant generators work together—as this magazine helps us to pull together as a team in the interest of all," according to the masthead. The magazine is edited from 2000 Second Avenue, Detroit 26.

Testing Can Cut Costs

(Continued from page 413)

shown here, it predicted fairly well whether or not a person would become a successful executive in the company. Management was very proud of the test until closer scrutiny revealed that it was discriminating against a minority religious group, and that the test was telling them whether or not a person belonged to that faith.

An inadequately-developed testing program may do more harm than good to an organization. One of the better ways to avoid such pitfalls is to call for help in setting up your program—go to a reputable organization, management consultant, or university. While working with them, your staff will learn enough of the principles and techniques to be able to administer the program.

There are unreliable individuals who would not hesitate to sell you any kind of a testing program they thought you would

buy. It's wise to investigate the reputation of the persons with whom you deal, and to have the questions raised here answered.

Finally, remember that testing can be of use to industry and business, but it isn't a panacea for all ills. It may do more harm than good if inexpertly used. Find out whether or not tests properly used, can help you.

Positions Wanted

(Continued from page 436)

TWENTY-SIX YEARS OLD. Married—one child. Just resigned from the Air Force after three years of commissioned service as a chief psychologist. Received a direct commission as a result of master's degree and former professional experience. Considerable experience in personality evaluation, counseling and personnel administration. Would like to be considered for a training program in industrial relations, management consultation, or management training program. Am a neophyte in industry, but desire to continue formalized education during training program. Willing to travel during training period. Personable, flexible, and willing to learn. Enjoy contact with others. Reply Box 330.

INDUSTRIAL RELATIONS OR PERSONNEL ASSISTANT: One year experience in personnel research, three years experience as personnel administrator. B.S. in Ind. Psyc. M.A. in Industrial and Labor Relations. Desire position with good future. Salary \$5,000. Reply Box 331.

INDUSTRIAL AND LABOR RELATIONS: Experienced in handling aggressive union in contract interpretation, administration, and grievance procedure. Well-rounded experience in all phases of industrial relations including wage and salary administration, job evaluation, employment and employee services. Veteran of World War II. College graduate. Currently employed in field, seeking to advance himself. Reply Box 332.

INDUSTRIAL RELATIONS OR PERSONNEL MANAGEMENT: Fully experienced in union contracts, wage administration, employment, training and other major phases. Mature judgment. Exceptional creative writing ability. Capable of managing existing department or establishing new unit. Presently on Central Staff of leading auto manufacturer. Will relocate. LLB degree, married, 31 years old. Reply Box 333.

INDUSTRIAL RELATIONS AND LABOR RELATIONS: Challenging position with opportunity for experience and advancement desired by married man, 26, soon to be discharged from service. Strong academic qualifications plus absorbing interest in the field. Reply Box 334.

HELP WANTED

PERSONNEL ASSISTANT: Integrated West Coast Manufacturer of Paperboard and packaging materials has opening for an assistant personnel manager in one of its California plants. Man wanted who is interested in advancing in an expanding company. College education, with some experience in selection. Age range to 32. Reply to J. Connolly, Box 3611, San Francisco, Calif.

POSITIONS WANTED

LABOR RELATIONS OR PERSONNEL: 6 years experience in contract negotiations and administration, training, testing, job evaluation. Presently employed as manager Labor Relations Dept. of 7000-employee multi-plant operation with both CIO and AFL unions. BS Cornell MA. Age 30, married, 2 children. Reply Box 307.

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level in New York Metropolitan area. Age 33, veteran, married, 2 children. Present salary \$7,000. Reply Box 310.

LABOR RELATIONS AND PERSONNEL ADMINISTRATION: 10 years experience, wage and salary administration, job evaluation, union negotiations, wage statistics, time and motion studies, wage incentive systems, economic statistics, training, personnel administration. B.S. (West Point) General Engineering; M.A. (Columbia) Education. Married, 2 children. Age 32. Present earnings \$7,000. Reply Box 312.

INDUSTRIAL RELATIONS: Experience in personnel administration in metal working plant, supervisory training, college teaching. Want challenging position in Training, Personnel Research, Selection & Placement or Salary & Wage Administration. MS Degree. Age 37. Prefer East. Reply Box 315.

INDUSTRIAL RELATIONS MANAGER: Presently employed in Pennsylvania. Desires to relocate in the Pacific Northwest or the Mountain States area. Broad experience in management organization and administration, labor relations, employee benefits, salary and wage administration, etc. Thorough background in Atomic Energy regulations and policy. Age 35, married. BA Liberal Arts. Present salary \$10,000. Resumé on request. Reply Box 317.

INDUSTRIAL RELATIONS: B.S. Business Admin. Past 5 years Personnel and Labor Relations foreign and U.S.A. Presently Chief, Salary and Wage Administrator for major construction firm. Desire responsible, permanent position with manufacturing firm. Will relocate. Veteran, age 29, married. 1 child. Detailed resume on request. Reply Box 319.

PERSONNEL ADMINISTRATOR: B.S. Engr. (Yale University) graduate work in Industrial Personnel Mgmt. (Columbia University) Veteran. Married. 10 years experience with Federal Government (Technical employment). Would like opportunity in industry. Reply Box 324.

INDUSTRIAL PSYCHOLOGIST DESIRES TO RELOCATE. Southwest or west preferred. BA Industrial Psychology, now completing thesis as last requirement for MA. 3½ years experience: job evaluation, testing, performance evaluation, training. Presently employed in oil industry. Age: 28, married, Veteran. Reply Box 325.

PERSONNEL SELECTION, EVALUATION, RESEARCH: 15 years responsible experience in U.S. and abroad. Married. No children. Ph.D. Presently employed but available for challenging opportunity. Interview or resume on request. Reply Box 327.

TRAINING DIRECTOR: Practical experience in phases of machine shop, sheet metal, welding, foundry, wood trades and drafting. Planned, wrote and developed training programs. Extensive conference leading in management and executive development programs. Worked in positions calling for administrative ability. BS & MA degrees in vocational and personnel areas. Industrial trade experience. Married. Age 36. Resume. Reply Box 328.

PERSONNEL MANAGER OR ASSISTANT in medium-sized or small company. Experienced in salary administration, recruiting, and testing. B.S. in Business Administration with graduate work in several fields. Age 38, married, one child. Will relocate. Reply Box 329.

TRAINING: Desire position of increasing responsibility in the training area. Experienced in planning and organizing training programs. Skilled in conference methods. 4 years industrial institution training. 3 years university teaching. Education includes engineering training. Age 33, married. Reply Box 335.

(See other ads on page 435).

PERSONNEL JOURNAL

Published by THE PERSONNEL JOURNAL, INC., Swarthmore, Pa.

EDWARD N. HAY, Editor

Index

Volume 33—MAY 1954, APRIL 1955

ARTICLES

Alcoa's Answer to the Secretarial Shortage.....	ANNETTE R. PLANT.....	21
Attitude Survey Followed Up by "Feedback" Sessions.....	ROBERT H. MILLIGAN & JOHN E. OSMANSKI.....	92
College Helps Organize a Course for Railroad Foremen.....	PAUL E. SULTAN & NICHOLAS KISH.....	175
"Declare" Your Training Dividends.....	BORIS BLAI, JR.....	184
Democratic Supervision Thrives Only in the Right Group Climate.....	EUGENE E. JENNINGS.....	296
Developing Leadership Status Among Supervisors.....	EUGENE E. JENNINGS.....	406
Education Program Promotes Community Relations.....	JAMES P. NOLAN & CHARLES J. CROSBY.....	103
Empathy in Personnel Management.....	IRWIN J. SCHULTZ.....	258
Employee Relations Department Publishes New Year's Inventory.....	LEMUEL R. BOULWARE.....	166
Employee Turnover Is Costly.....	FRANCIS M. DISNEY.....	97
Employment Interview As Seen by Job Applicants, The.....	HARRY SELIGSON & DON BROOKS.....	141
Engineers Can Be Used Better.....	H. JERRY LAVENDER, JR.....	219
Erosion of Management Prerogatives.....	LOUIS BALDWIN.....	414
Getting Back into Focus on Performance Ratings.....	WM. G. WAGGONER.....	17
Give Your Training Program a Chance.....	GEORGE S. ODIORNE.....	19
Grow Your Own Generalists.....	JAMES A. DRAIN.....	214
Health and Welfare Plans in Negotiated Agreements.....	P. W. CARTWRIGHT, J. B. GILL- INGHAM & WM. S. HOPKINS..	329
How Not to Scare the Participating Trainee.....	LORETTO YOUNG.....	134
How Our Company Answered the "Coffee Break" Question.....	RICHARD N. BUTLER.....	366
How to "Sell" Your Personnel Program.....	CHARLES A. McKEAND.....	46

How We Stimulated Our Executives' Growth.....	V. E. CLARK.....	101
Incident Method: Its Use With Buzz Groups and Filmstrips, The.....	B. J. SPEROFF & A. K. HEY- DRICK.....	170
Industrial Psychiatrist Looks at Employee Communications, An.....	ALAN MCLEAN.....	340
Industrial Relations School Profile.....	PATRICIA MAHER.....	382
It Pays to Know Your Man in Contract Bargaining.....	EDWARD PETERS.....	206
Layoffs of Unorganized Employees.....	JOHN W. PRYOR.....	263
Martha, Mary and John: Each Had a Personal Problem.....	GLADYS D. MEYER.....	260
Medical Care Pays Big.....	DR. KENNETH C. PEACOCK.....	423
More on Plain English in Labor Contracts.....	BERT W. LEVY.....	14
New Kind of Performance Review Emphasizes Executives' De- velopment.....	EARL P. JOHNSON.....	131
Non-Financial Incentives.....	GUY W. WADSWORTH, JR.....	286
Now I'm Sold on Testing.....	MARY H. SNYDER.....	334
Personnel Conference in Cincinnati.....	HARRISON TERRELL.....	304
Personnel Function of a Company Library, The.....	JOHN HENNIG.....	55
Personnel in the West.....	EDWARD N. HAY & DORIS D. HAY.....	302
Personnel Managers Mirrored.....	MANUEL N. BROWN.....	90
Planning Ahead for Retirement.....	LEE LAIRD.....	51
Profit Sharing Pays Us Handsomely.....	RUSSELL L. BINDER.....	254
Psychologist on the Job Appraises a Training Program.....	RICHARD H. BLOOMER.....	6
Reading Improvement Course Aimed to Increase Speed.....	CECIL J. MULLINS.....	172
Role of a Free Press in Employee Communications, The.....	LEWIS H. SPENCE.....	246
Role Playing Case: How to Get the Most Out of It, A.....	ERNEST E. KELLOGG.....	179
Rotational Role Playing Used to Develop Executives.....	B. J. SPEROFF.....	49
Six-Hour Program Lifts Fog from Business Writing.....	ROBERT GUNNING.....	337
Some Notes on Talking.....	DAVID C. SPOONER, JR.....	59
Some Problems Arising from Executives' Promotions, Transfers.....	PAUL L. MITZNER & ARNOLD E. SCHNEIDER.....	138
Take Another Look at Personnel Testing: It Can Cut Your Costs.....	MICHAEL J. BALMA.....	410
There's Danger in Trying to Make "Every Supervisor a Coun- selor".....	B. J. SPEROFF.....	376
Three Ways to Humanize Your Handling of Workers.....	RICHARD A. ENION.....	62
Tips to a College Man Going to Work.....	ROBERT N. HILKERT.....	10
21 Signs That Suggest Serious Emotional Disturbance.....	LOUIS J. CANTONI.....	300
Wanted: More "Generalists".....	JOHN L. McCAFFREY.....	86
Ways to Select Supervisors.....	MILTON M. MANDELL.....	210
We Use Seven Guides to Help Executives Develop.....	RALPH C. PARKES.....	326
What Employees Want to Know.....	WAYNE K. KIRCHNER & JERRY BELENKER.....	378
What is YOUR Decision as Arbitrator in This Case?.....	FLORENCE PETERSON.....	369
What Kind of Person Is the Union Committeeman?.....	THOMAS C. KENT.....	217
What Personnel Men Face in a South American Jungle.....	WM. H. KNOWLES.....	371
Which Comes First: Job or Man?.....	P. L. MELLEBRUCH.....	380
Woo the Worker: Pay the Costs.....	WINNIFRED F. PARKE.....	136
Work Sheet Helps Supervisors Talk Constructively with Em- ployees.....	JOHN J. GRELA.....	417
Yardstick for Personnel Records, A.....	WENDELL M. PATTON.....	291
Your People Can Read Better.....	GEORGE S. ODIORNE.....	256
Your People's Pay: How Much Should You Tell Them About It?.....	STAFF-WRITTEN.....	127

CONTRIBUTORS

Baldwin, Louis.....	414	Levy, Bert W.....	14
Balma, Michael J.....	410	Maher, Patricia.....	382
Belenker, Jerry.....	378	Mandell, Milton M.....	210
Binder, Russell L.....	254	McCaffrey, John J.....	86
Blai, Boris, Jr.....	184	McKeand, Charles A.....	46
Bloomer, Richard H.....	6	McLean, Alan.....	340
Boulware, Lemuel R.....	166	Mellenbruch, P. L.....	380
Brooks, Don.....	141	Meyer, Gladys D.....	260
Brown, Manuel N.....	90	Milligan, Robert H.....	92
Butler, Richard N.....	366	Mitzner, Paul L.....	138
Cantoni, Louis J.....	300	Mullins, Cecil J.....	172
Cartwright, Philip W.....	329	Nolan, James P.....	103
Clark, V. E.....	101	Odiorne, George S.....	19, 256
Crosby, Charles J.....	103	Osmanski, John E.....	92
Disney, Francis M.....	97	Parke, Winnifred F.....	136
Drain, James A.....	214	Parkes, Ralph C.....	326
Enion, Richard A.....	62	Patton, Wendell M.....	291
Gillingham, J. Benton.....	329	Peacock, Dr. Kenneth Cleland.....	423
Grela, John J.....	417	Peters, Edward.....	206
Gunning, Robert.....	337	Peterson, Florence.....	369
Hennig, John.....	55	Plante, Annette R.....	21
Heydrick, A. K.....	170	Pryor, John W.....	263
Hilkert, Robert N.....	10	Schneider, Arnold E.....	138
Hopkins, William S.....	329	Schultz, Irwin J.....	258
Jennings, Eugene Emerson.....	296, 406	Seligson, Harry.....	141
Johnson, Earl P.....	131	Snyder, Mary H.....	334
Kellogg, Ernest E.....	179	Spence, Lewis H.....	246
Kent, Thomas C.....	217	Speroff, B. J.....	49, 170, 376
Kirchner, Wayne K.....	378	Spooner, David C. Jr.....	59
Kish, Nicholas.....	175	Sultan, Paul E.....	175
Knowles, Wm. H.....	371	Wadsworth, Guy W. Jr.....	286
Laird, Lee.....	51	Waggoner, William G.....	17
Lavender, H. Jerry, Jr.....	219	Young, Loretto.....	134

BOOKS REVIEWED

Administering Changes—A Case Study of Human Relations in a Factory: Harriet O. Ronken and Paul R. Lawrence.....	65	Case Method at The Harvard Business School, The: Edited by Malcolm P. McNair & Anita C. Hersum.....	226
American Labor from Defense to Reconversion; Joel Seidman.....	227	Causes of Industrial Peace Under Collective Bargaining: Clinton S. Golden.....	187
America's Resources of Specialized Talent—A Current Appraisal and a Look Ahead: Dael Wolfe.....	307	Communication in Management: Chas. E. Redfield.....	27
Art of Clear Thinking, The: Rudolph Flesch.....	67	Developing Management Ability: Earl G. Planty & Thomas Freeston.....	348
Bibliography on Employment Problems of Older Women—Hiring Restrictions, Psychological Barriers, Work Performance: U. S. Dept. of Labor, Women's Bureau..	386	Employment Interview in Industry, The: Newell C. Kephart.....	29
		Employment Psychology: The Interview: Roger M. Bellows & M. Frances Estep..	108

- Fundamental Research in Administration:
Carnegie Institute of Technology.... 27
- Group Thinking and Conference Leadership; Techniques of Discussion: Wm. E. Utterback..... 148
- Guide to Modern Management Methods,
A: Perrin Stryker & the Editors of Fortune..... 306
- Handbook for Discussion Leaders: J. Jeffrey Auer & Henry Lee Ewbank..... 266
- How to Help Your Husband Get Ahead—in His Social and Business Life: Mrs. Dale Carnegie..... 29
- How to Increase Executive Effectiveness: Edward C. Bursk..... 109
- Hugh Roy Cullen—A Story of American Opportunity: Ed Kilman & Theon Wright 425
- Human Behavior in Industry: Wm. W. Finlay, A. Q. Sartain & Willis M. Tate.. 148
- Human Relations in Action: H. Edmund Bullis & Cordelia W. Kelly..... 306
- Manpower in the United States: Problems and Policies..... 227
- National Economic Planning by Collective Bargaining: Murray Edelman..... 386
- Personnel Case Studies: Florence Peterson.. 384
- Personnel Management—Principles, Practices and Point of View: Walter Dill Scott, Robert C. Clothier & Wm. R. Spriegel... 68
- Personnel Tests for Industry: Alexander G. Wesman and Jerome E. Doppelt.... 65
- Power and the Prize, The: Howard Swiggett 149
- Psychology of Industrial Relations: C. H. Lawshe..... 66
- Psychology of Personnel in Business and Industry: Roger M. Bellows..... 265
- Reasonable Goals in Industrial Relations: Alexander R. Heron..... 348
- Selecting and Developing First-Line Supervisors: George D. Halsey..... 425
- Sociology of Work, The: Theodore Caplow. 186
- Speakers Are Leaders—A Course in Public Speaking Self-Taught: Nathaniel E. Reeid..... 386
- Steadier Jobs—A Handbook for Management on Stabilizing Employment: Industrial Relations Counselors Inc..... 186
- White Collar—The American Middle Class: C. Wright Mills..... 108
- Wildcat Strike: Alvin W. Gouldner..... 266
- Workmen's Compensation: Merman Miles Somers and Anne Ramsay Somers..... 349
- Zest for Work: Rexford Hersey..... 384

BINDING DEPT. JUN 15 1956

HF
5549
A2P5
v.33

Personnel journal

**PLEASE DO NOT REMOVE
SLIPS FROM THIS POCKET**

**UNIVERSITY OF TORONTO
LIBRARY**

